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A CSR communication strategy for Continente: improving brand image and reinforcing local community bonds

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Abstract

The aim of this Work Project is to present a Corporate Social Responsibility communication strategy for Continente, leader of Portuguese food-retail market. The project was developed in a partnership with the communication agency *Fuel* and it is focused on Continente's cause-related marketing project, "Missão Sorriso". The strategy presented aims to improve Continente's image and reinforce its positioning as a close and inspiring brand, taking into account brand values and its strategic vision. In this sense, the project presents recommendations at brand level, intending to clarify Missão Sorriso identity and positioning, and at the activation level, in order to reinforce the perceived authenticity and proximity of its CSR initiatives. The implementation plan comprises two activities that leverage Continente competitive advantages, reinforcing its local relevance through partnerships with schools and local institutions, and supporting the strategic integration of Missão Sorriso into corporate business.

Keywords: CSR; Continente; Missão Sorriso; local relevance

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LITERATURE REVIEW

As social and political forces pressure corporations to act in a more responsible way, the **stakeholder theory** (Freeman, 1984), which states that organizational success depends on meeting both economic and non-economic objectives (e.g. corporate social performance), gains strength (Gupta & Pirsch, 2008; Maon et al., 2009). This theory is central to the concept of Corporate Social Responsibility (CSR), as most definitions are based on three crucial ideas: companies have responsibilities that **go beyond profit seeking**; these responsibilities apply **to all stakeholders**; and firms' commitment is **voluntary**, going beyond legal obligations (Heslin & Ochoa, 2008; Kotler & Lee, 2008). Recent perspectives position CSR in a marketing context, reflecting corporations' increased desire for **"doing well and doing good"** (Byus et al., 2010). In this sense, CSR is integrated into **corporate strategy**, being aligned with each organization's unique vision, competencies and strategic opportunities (Heslin & Ochoa, 2008; Galbreath, 2009). Strategic CSR starts with the selection of few strategic social issues and entails focusing on just a few initiatives with the highest potential to yield both business value and social/environmental contribution (Porter & Kramer, 2006). So, firms apply their resources and expertise to social aspects that **strengthen company competitiveness**, resulting in a win-win relationship.

According to Kotler & Lee (2005), corporate social initiatives fall within distinct categories, such as cause-related marketing (CRM), corporate philanthropy, cause promotion and community volunteering. **Cause-related marketing** generally involves the coordination among a firm, its consumers, and a non-profit organization, tying the contribution of the firm to consumer engagement in the purchase of a product. **Corporate philanthropy** is defined as a direct contribution from a company to a charity or cause (e.g. donations, in-kind services). **Cause promotion** is the corporate involvement in increasing awareness and concern about a social issue or supporting fundraising, participation or recruitment for a cause. Finally, through **community volunteering** firms encourage employees to volunteer their time to

support the local community. By integrating community volunteering with other corporate social initiatives, companies can establish strong bonds with local communities, enhancing, at the same time, employee motivation and commitment (Kotler & Lee, 2005).

Literature has extensively studied the positive outcomes of companies' CSR initiatives. Specifically, a positive relationship has been found between CSR and: **perceived products/services quality** and **higher purchase intentions** (Gupta & Pirsch, 2008; Nielsen, 2012¹); **consumer satisfaction and trust** in the company (Swaen & Chumpitaz, 2008); **increased brand equity** (Hoeffler & Keller 2002); improved **financial performance** (Byus et al., 2010); and **higher reputation ratings** (Fombrun & Shanley, 1990). Furthermore, CSR activities can indirectly positively affect key drivers of corporate prosperity by attracting and retaining **committed employees** (Collierand & Esteban, 2007); **supporting marketing goals** and creating **positive investor relations** (Kotler & Lee, 2005).

CSR trends

Consumers' expectations regarding CSR have risen, as, in recession times, people feel a stronger need to get closer to their communities and they expect brands to make a difference in their lives. A Nielsen survey² showed that Portugal consistently appeared in global top ten in believing it is very important for companies to actively support social and environmental programs. Also, a recent national study³ has shown that 79% of Portuguese consumers expect big companies to play an active role on solving social and environmental problems. Moreover, consumers expect that companies **act at local level**, implementing concrete activities with social impact on their local communities – **proximity CSR trend**⁴. This represents an **opportunity for brands** to respond to social aspirations, working as an aggregated platform and engaging consumers to take action on their communities (López, 2010).

¹55% of European consumers say they prefer to buy products and services from companies that give back to society and 32% reveal they are willing to pay extra for those companies' product and services (Nielsen, 2012).

² Nielsen (2008).

³ Havas Media (2012).

⁴ C - The Consumer Intelligence Lab. 2011. "Tendências de Mudança do Consumidor Português".

However, one of the challenges conditioning the successful development and implementation of CSR campaigns is **the growing scepticism** related to cause exploitation by firms, as consumers hold intuitive beliefs that companies have **self-interest motives** (Speed & Thompson, 2000; Becker-Olsen et al., 2006). CRM campaigns are more likely to be perceived suspiciously, as they create an explicit link to profit-generating activities (Barone et al., 2007). Company's efforts may be perceived as more genuine, **through the integration of CRM with other CSR activities**, (Kotler & Lee, 2005). Also, CSR activities have to be communicated in an **authentic and transparent** way, which calls for the **integration of social purpose into brand's DNA** (Fairfield, 2009; López, 2010).

The perceived sincerity and trustworthiness of CSR campaigns is also influenced by **brand-cause-consumer fit**. In a social marketing context, **fit** is the perceived link between a cause and a firm's product line (functional-based fit), and/or company's values, target market and perceived image (image-based fit) (Gwinner, 1997). Drawing from associative network theory and brand extension literature, academic research has demonstrated that **high perceived brand-cause fit** has a positive impact on corporate credibility and company's image because the perceived consistency reduces the possible generation of counter-arguments (Chéron et al., 2012; Sohn et al., 2012). Besides, social issues should be selected on the basis of **high personal affinity between the cause and the target market** as it will influence customers to consider firm's motives as altruistic (Hoeffler & Keller, 2002; Swaen & Cumpitaz, 2008; Lee et al., 2011). Finally, companies should **show a certain degree of commitment** towards CSR, which can be conveyed through **higher inputs** (e.g. higher monetary contributions and employee volunteering), **durability over time** and **consistency**. Higher commitment levels were found to positively influence company's **perceived sincerity**, **reduce scepticism** towards firm's motivation and increase campaigns' success and effectiveness (Dwyer et al. *in* Ellen et al., 2000).

METHODOLOGY

The methodology to develop this Work Project followed the **Creative Business Idea** (CBI) strategic process, through the analysis of the category, the brand and the consumer⁵. The study was based on **secondary research** and on **primary research**. In this sense, **14 in depth interviews** were conducted to **Continente consumers**⁶, in order to understand their perceptions of the relationship between CSR and the brand. Moreover, we interviewed **Continente CSR and Marketing Departments**, aiming to understand the brand vision, marketing objectives and strategic guidelines. The strategy presented was supported based on an interview to a fellow of a **CSR and Sustainability Consulting Company** and to a **Branding Specialist**. The implementation plan was presented taking into account the insights gathered on the **interviews to different stakeholders**⁷: one School Group Director, two School Group Sub Directors, one School Social Assistant, two elements of the Education Department of Oeiras City Council, one element of the Education Department of Porto City Council; one primary school teacher, one elementary school teacher, one ONGD related to the promotion of volunteering in children; and one interview at the Marketing Department of Portuguese Red Cross. Moreover, **13 children aged between 8 and 11 years old** were involved in an experiment to test one of the suggested activities. Finally, **two online surveys** were conducted: one to **Continente consumers (N=292)**⁸; another to **Schools (N=214)**, directed to management boards and teachers⁹.

SITUATION ANALYSIS

⁵ CBI is a confidential strategic tool used by Havas Group to develop creative business ideas, which entails analyzing the category, the brand and prosumer (the consumer who drives trends across markets) and exploring the intersections between these groups.

⁶ The interviews were preceded by 2 test interview which allowed to make adjustments to the interview guide.

⁷ Due to internal policies of the company, it was not possible to interview Sonae collaborators.

⁸ Only consumers who are in charge of more than 50% of super and hypermarkets purchase decisions and who have purchased at Continente stores at least once, in the past two months were considered.

⁹ The sample was defined based on non-probability techniques, including convenience and snowball sampling.

CATEGORY MOMENTUM

The total sales volume of Portuguese Food retail market is estimated to be **10.525 million Euros** (INE, 2011). Continente is **the market leader in value**, with 25% market share, followed by Pingo Doce - Jerónimo Martins Group¹⁰. Despite Continente's leadership, Pingo Doce was the player registering the highest growth between 2009 and 2011¹¹. The Food retail sector has a relatively high concentration level, as the two first players have 44,1% of market share (APED, 2009). Due to its market structure, the sector is **highly competitive**: the two main players continuously try to gain market share through creative communication campaigns, promotions, and development of their private label brands¹². Regarding market trends, both Jerónimo Martins and Sonae MC are evolving **into proximity retail concepts**, in order to address recent changes in Portuguese consumer habits, who increasingly value **price and convenience**¹³. Moreover, retailer brands are growing, having achieved 36,4% of market share in the second trimester of 2012¹⁴, which is in line with the current recession period.¹⁵

In what concerns CSR, players develop activities in areas such as hunger and poverty, health, education and environment. However, these activities are **sporadic, fragmented** and communicated basically through corporate websites and sustainability reports¹⁶.

BRAND MOMENTUM

Continente is part of **Sonae**, a Portuguese holding founded in 1959 and it is included in Sonae MC, leader in the food retail area, the core business of the company¹⁷. Sonae opened the first Portuguese

¹⁰ Market shares of food retail category (% value): Continente (25%); Pingo Doce (19%); Intermarché (10%); Lidl (9%); Mini Preço (7%); Auchan (6%); Others (24%). *Source*: Nielsen Homescan 2011.

¹¹ Meios e Publicidade, 2012. "Como estão a evoluir as vendas dos supermercados nacionais". May, 29. <http://www.meiosepublicidade.pt/2012/05/29/como-estao-a-evoluir-as-vendas-dos-supermercados-nacionais/>

¹² Markteer, 2011. "Continente terá a política promocional mais agressiva". July, 12. <http://marketeer.pt/2011/07/12/miguel-osorio-continente-tera-a-politica-promocional-mais-agressiva/>

¹³ Markteer, 2011. "Batalha na distribuição". September, 17. <http://marketeer.pt/2011/03/09/batalha-na-distribuicao/>

¹⁴ Hipersuper. 2012. "Marcas próprias crescem à boleia da crise" August, 29. <http://www.hipersuper.pt/2012/08/29/marcas-proprias-crescem-a-boleia-da-crise/>

¹⁵ 76% of Portuguese consumers state they have bought more retailer branded products during recessions and 95% say they will continue to buy them after economic recovery (Nielsen, 2011).

¹⁶ A list of CSR activities developed within the food retail industry in Portugal can be found in Appendix 1, Booklet 2.

hypermarket in 1985 and in 2011 it incorporated Modelo stores under the umbrella of Continente, **creating a unique food distribution brand**¹⁸. Overall, Continente has **about 180 stores**, covering the entire national territory. The key business objectives for the brand are to **consolidate Continente's leadership** in the Food retail market and to explore growth opportunities. The primary target are **people in charge of the purchase decisions in the household**, most commonly middle aged women who are mothers¹⁹. The brand vision relies on satisfying a **broad range of needs** and establishing a **relationship of partnership** with its customers, being present in their everyday life and **making their life simpler**. In this sense, the product offer is complemented with online services, such as Continente online, Chef online and Continente drive; non-food related services²⁰; and publications such as "Continente Magazine"²¹, reflecting the company's vision of being **close to its customers**. One of the key company assets is **Continente loyalty card**, which offers targeted promotions, with discounts provided as credit in repeated purchase, both in Continente and other non-food retail stores part of Sonae MC, such as Wells (health and well-being) and Book.it (books and stationery). Currently, Continente has **3.1 million active loyalty cards** (representing 3 out of 4 Portuguese households), with 90% usage rate²². Regarding communication vehicles, Continente is the Portuguese leader in investment in traditional media advertising²³, which is complemented by events and digital applications. Due to its overall performance, Continente has been awarded **the most trusted hypermarket** in Portugal, in the last 10 years.

Corporate Social Responsibility (CSR)

¹⁷ Sonae MC represents 56,7% of total sales volume of Sonae (Sonae, 2011¹).

¹⁸ Sonae (2012).

¹⁹ Interview: Continente Marketing Department and CSR Department.

²⁰ For example, Continente Mobile, Seguros Continente, Plano EDP/Continente and Continente Money Gram.

²¹ Monthly magazine with recipes which can be bought for 1€ at Continente stores.

²² Sonae (2012).

²³ Marktest. 2012. "Modelo Continente regressa à liderança do investimento publicitário". September, 26.
<http://www.marktest.com/wap/a/n/id~1a42.aspx>

CSR is part of the Sonae's values²⁴ and in 2011, Sonae was the first Portuguese company to be recognized as one of the most Ethic Companies in the World²⁵. As Continente aims to be a close, inspiring, touching brand²⁶, CSR activities are a vehicle to **reinforce its positioning as the clients' partner**. Moreover, they are a **proximity vehicle**, enhancing the involvement and engagement of customers with the brand and communities. In 2011, Sonae MC invested **6,3 million euros** in community support²⁷, compared to the investment of 4,7 million of Pingo Doce²⁸. Continente has four priority CSR areas: education, environment, health and fight against hunger. The projects often cross different fields and are mostly directed to **children and seniors**.

Missão Sorriso and Leopoldina

“Missão Sorriso” (MS) is a Continente **cause-related marketing campaign (CRM)**, which takes place on **Christmas**, and supports, since 2003, social institutions and public entities integrated in the National Health Service. Until 2011, MS focused its action in **health related projects**, through the donation of medical equipment, mostly to pediatric hospitals. In the last year, the scope of action was enlarged to support **seniors**, previously related to “Causa Maior”, Modelo CRM project endorsed by the mascot Popota. In 2012, MS also supports the **fight against hunger**, due to the huge increase of requests during the last year. Through a regulated contest, different institutions submit an application to receive MS funds, being selected through a jury (60%) and an online public vote (40%)²⁹. As a CRM campaign, the money is collected through the **sale of products** endorsed by **Leopoldina**, Continente's mascot. Since its creation, in 1992, Leopoldina has suffered several physical changes, becoming more stylized

²⁴ “We have an active sense of social responsibility to contribute towards the improvement of the communities among whom we operate, with a strong concern for the environment and the development of human knowledge” (Sonae website)

²⁵ By the Ethisphere Institute. (Sonae, 2011²)

²⁶ Interview: Continente Marketing Department and CSR Department

²⁷ Sonae (2011²). “Relatório de Sustentabilidade 2011”.

²⁸ Jerónimo Martins (2011).

²⁹ The jury is composed by: one representative of Direcção Geral da Saúde; one Continente representative and one coordinator of “Observatório Português de Sistemas de Saúde” (Continente Missão Sorriso, 2012)

and humanized³⁰. From 2003 to 2010, Leopoldina was simultaneously the commercial image (e.g. Christmas toys campaign) and the social responsibility image of Continente, through Missão Sorriso. After the merge of Continente and Modelo, Leopoldina is used only to communicate CSR projects³¹.

In 2012, Missão Sorriso cause-related marketing campaign was launched in November, through the selling of Leopoldina recipes book, which costs 3€, with 1,5€ reverting for social projects. Also, consumers can contribute with 0,50€ through a call³², MS Facebook and Continente gift card³³. Moreover, in partnership with the Portuguese Red Cross, a food collection was performed at Continente stores during a weekend in December, with the participation of local collaborators. The campaign is being communicated across different media channels, from traditional media (e.g. mupis, radio, TV) to online (MS Facebook, Continente website, paid advertising) and in-store material. Moreover, MS has **two media partners**: Rádio Renascença and TVI (television), whose collaborators endorse the cause. In the past 9 years, MS gave 5,5 million euros, translated into 1800 materials, offered to 48 institutions.

PROSUMER MOMENTUM

According to the in depth interviews, **Continente card** was found to be a key driver for going to Continente, mostly due to the promotional discount coupons sent by mail and to the diversity of uses in other Sonae MC stores³⁴.

Regarding CSR, Consistently with the literature, respondents showed **high expectations** concerning companies' responsibilities in relation to society and revealed to have a **wide perception of CSR**, going beyond the cause-related marketing concept and demanding **direct contributions** from companies³⁵.

³⁰ See Figure 1 and Appendix 2, Booklet 2: Leopoldina image evolution.

³¹ After the merge, due to the existence of two mascots – Popota (Modelo) and Leopoldina (Continente) – the company decided to ascribe to Popota the commercial role and to Leopoldina the CSR role.

³² For each call for the number 760 10 10 10, costing 0,60€ + IVA, 0,50€ are donated MS (Continente Missão Sorriso, 2012)

³³ For 10€ charged in the gift card, Continente gives 1€ to MS (Continente Missão Sorriso, 2012).

³⁴ “O facto de o Continente ter o cartão faz-me ir muito mais ao Continente, apesar de gostar mais do Jumbo” (Female, 25-34). Appendix 4, Section II; Booklet 2.

³⁵ “As empresas deviam ajudar as instituições desinteressadamente, de forma directa, sem ter de passar pelo consumidor” (Female, 55-64) Appendix 4, Section III; Booklet 2.

However, probably due to few communication efforts, respondents showed low awareness levels of CSR campaigns undertaken by food retail companies. Furthermore, respondents mentioned that the determinant aspects for participating in CSR campaigns were: **relevance** of the supported cause; **credibility** of the beneficiary institution; **authenticity** and **transparency** of the process; and **simplicity** of giving mechanics. Also, respondents identified **continuity** and consistency as relevant aspects, showing some **criticism** regarding the concentration of CSR campaigns during Christmas³⁶. Moreover, **education** and the **early contact** with social issues were found to play a relevant role on respondents' social awareness and willingness to contribute³⁷. This is particularly interesting if we consider the role of children as influencers, as for example, at 7 years old, it is estimated that they influence 70% of purchases (Del Vecchio, 1997). Therefore, there is an opportunity both to develop social awareness in an early age and to leverage children's influence power to promote adults' participation in CSR activities.

In line with the literature, respondents showed some **scepticism** regarding Continente's motives for engaging in CSR initiatives, recognizing the positive outcomes of CSR campaigns for the company (e.g. brand awareness). However, in general, a fair win-win relationship for the brand and for the cause was perceived. Respondents who showed lower levels of scepticism were those aware of CSR actions **not directly publicized by Continente**.³⁸

Also, as recommended by the literature, cause relevance and perceived fit with Continente were analysed. **Fight against hunger and poverty** was often spontaneously mentioned as the most relevant cause and the one with the **highest perceived fit** with Continente (functional-based fit through food). Moreover, **education** was also often spontaneously mentioned, as respondents considered it to be the basis to fight other problems. Respondents **perceived an image-based fit** between the brand and the

³⁶ “A mim tocava-me mais uma acção mais continuada” (Female, 34-54); “Às vezes é excessivo na altura do natal todas as campanhas” (Female, 55-64). Appendix 4, Section III; Booklet 2.

³⁷ “A predisposição para ajudar vem desde criança, com o escutismo, habituamo-nos a ser solidários” (Female, 55-64); “Acho que a consciência social foi inculcada desde criança pela minha mãe” (Female, 25-34). Appendix 4, Section III; Booklet 2.

³⁸ Appendix 4, Section IV; Booklet 2.

cause, as Continente is associated with families and can support education. **Health** was perceived as the third most relevant cause, which points out to a trend of **backing to the basis**. Finally, **children** were spontaneously mentioned as one of the most important targets to be supported, followed by **seniors**.³⁹

Regarding **Missão Sorriso**, in general, MS was associated with **children and hospitals**, but not always with Leopoldina or Continente. Respondents showed low awareness levels concerning the mechanics and some made confusion with Causa Maior, associating MS to Popota. Leopoldina was not always associated with helping and social responsibility, as for some respondents, the mascot is still linked to its **commercial facet** (toys). Therefore, the link between Continente CSR, Missão Sorriso and Leopoldina is not clear in consumers' minds, which may be due to: the launch of Modelo Causa Maior and the strong presence of Popota; the overload of communication channels during Christmas campaigns; and the evolution of Leopoldina image and role (overlap of commercial and CSR facets). Considering this aspect, the image of Leopoldina that the majority of respondents hold is still the one with wings, from 2007⁴⁰. Also, different images conveyed different associations: Leopoldina image from 2007 was the one **more associated with helping** and CSR and the one that received the highest likeability rate (4,45 / 7)⁴¹; the **current Leopoldina image** was the **least associated** with helping and it received the **lowest likeability rate** (3,37 / 7), being negatively described as provocative, sexy, worried about her image and conveying image stereotypes.

Figure 1: Evolution of Leopoldina image



³⁹ Appendix 4, Section III; Booklet 2.

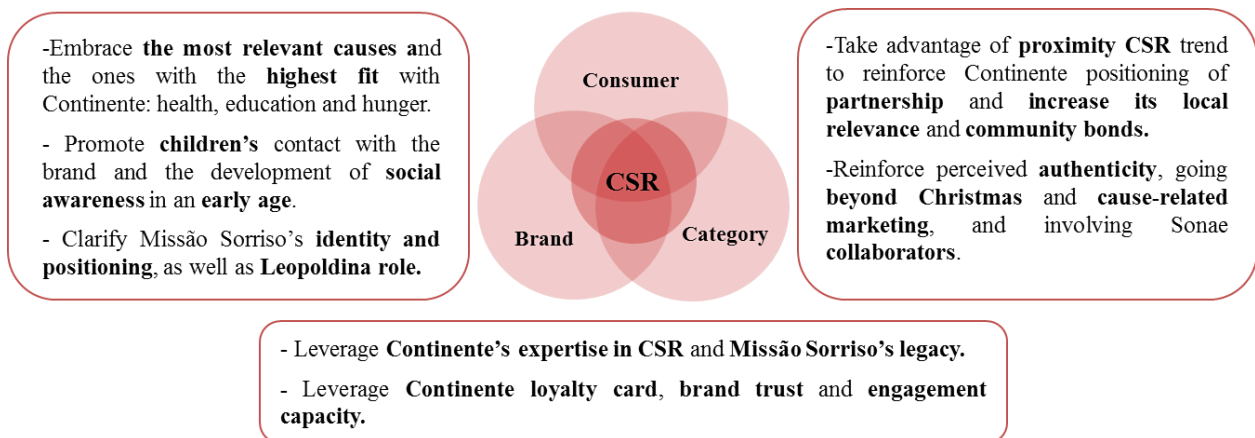
⁴⁰ 53% of respondents say the Leopoldina image they hold is the one of 2007. The current Leopoldina image is the most present on consumers' minds only for 14% of the respondents. Appendix 7, Booklet 2; Question 11; N=286.

⁴¹ Appendix 7, Booklet 2; Question 12; N=286.

STRATEGY

The definition of the strategy, according to the CBI framework, was done exploring the intersections of the momentums previously presented (Figure 2).

Figure 2: CBI - Exploring the intersections



Considering the unclear positioning of Missão Sorriso in consumers' minds, it is important to define MS scope of action, in order to avoid the dilution of its meaning. In this sense, the strategic approach will enhance the **integration of MS into corporate business**, through the support of the perceived neediest targets – children and seniors – and the most relevant causes for consumers - **hunger, health and education**. According to our market research, hunger and education had the **highest perceived fit** with Continente, while the brand's legacy is already associated to health. This strategy is consistent with Continente's vision of satisfying a **broad range of needs** and being a customer's partner. Also, on a long term basis, MS support to diverse causes could be integrated into corporate businesses (e.g. education - book it; health – wells), following the current strategy for Continente card.

The strategy to communicate Missão Sorriso will be based on two dimensions: the **branding strategy**, aiming to clarify MS **identity** and **positioning** in consumers' minds; and the **activation strategy**, aiming to reinforce the perceived **proximity and authenticity** of its CSR activities, taking advantage of the proximity CSR trend and tackling growing scepticism levels towards corporations. This

strategy will be supported by **Continente's competitive advantages** and **strategic assets**, such as: the company's CSR expertise and MS brand legacy; Continente loyalty card; Continente's brand trust; and the company's engagement capacity due to its resources, its market leadership, and its diversity of contact points.

The overall strategy aims to support the **corporate marketing goal** of maintaining Continente leadership in the food retail market, through a CSR communication strategy that will improve Continente **brand image** and reinforce its **local relevance** and community bonds. The primary target are **women** in charge of purchase decisions, who are current customers (brand loyals or favourable brand switchers), which is in line both with Continente's target and with the higher tendency of women in participating in CRM activities (Ross, 1992)⁴². On the other hand, **children** are considered a secondary target, in order to promote the development of social awareness in an early age and to take advantage of their influence power to engage parents on Continente's CSR activities.

BRANDING STRATEGY

The branding strategy will be based on the recommendation of a brand identity for Missão Sorriso, clarification of brand elements, and definition of brand positioning.

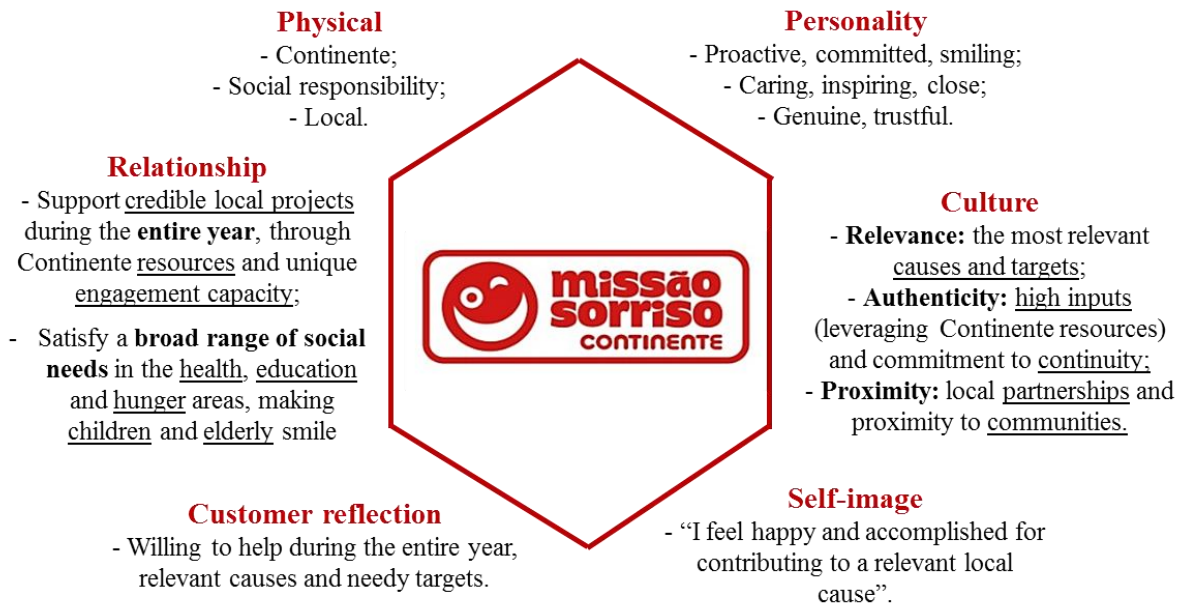
a) Brand identity and brand elements: according to Kapferer (2012), brand identity is what managers want the brand to be, what the brand stands for and what makes it meaningful, unique and timeless⁴³.

We recommend a brand identity for MS based on the strategic approach defined and on our market research, filling the gaps found on brand image and grounding MS identity on Continente values, vision and desired positioning (Figure 3).

⁴² This tendency was confirmed by the questionnaire to consumers, through ANOVA analysis. Appendix 7, Booklet 2.

⁴³ Kapferer developed the brand identity prism, which presents the six facets of the brand: **physical** - combination of salient features of the brand which immediately come to mind; **relationship** - occasion of transactions and exchanges between the brand and its customers; **customer reflection** - reflection of the customer as he/she wishes to be seen as a result of using the brand; **personality** - characteristics of the brand if it was a person; **culture** - set of values feeding the brand's inspiration; and **self-image** - target's own internal mirror (Kapferer, 2012).

Figure 3: Missão Sorriso Brand Identity⁴⁴



Regarding brand elements, currently, **Leopoldina** is the image of MS. However, consumers hold negative associations in relation to its image and it is the one with the **weakest link to CSR**, so it may be limiting the potential of MS as a brand. Therefore, in a 5-year perspective, we recommend that the presence of Leopoldina should be **progressively reduced**, at the same time that the importance of **Missão Sorriso is enhanced**. This is in line with consumers’ opinion, as the current Leopoldina image received low likeability rates and the desired investment level is only 3,79 / 7⁴⁵. The clarification of brand elements will **reduce the communication noise** created by consumers’ associations to Leopoldina and allow the creation of a **clearer link** between Continente, MS and CSR. Moreover, it will **reinforce** MS strength in consumers’ minds, increase the **extensibility** of the brand (as it is not associated to a children’s mascot), and allow to capitalize on **brand value**.

b) Brand positioning: brand positioning is the specific, **intended meaning** of the brand in the mind of the targeted consumers (Kapferer, 2012). It entails identifying and establishing points-of-parity (POP)

⁴⁴ The perceived brand image using the prism to identify the gaps can be found in Appendix 5, Booklet 2.

⁴⁵ Appendix 7, Booklet 2; Question 13; N=286.

and points-of-difference (POD) with main competitors to achieve the right brand image (Keller, 2011). Considering the increasing value given to the support of local social issues and the growing need for genuineness in order to reduce scepticism levels towards companies, MS positioning will be based on two differentiation axis – **proximity and authenticity**. Following the I-D-U model (Percy & Elliot, 2009), MS will be positioned as a CSR program that takes advantage of the dimension, resources and engagement capacity of the Portuguese food retail leader, to significantly support local projects directed to children and elderly, in the most relevant social areas (education, health and hunger). As such we define MS positioning statement as:

To Continente customers (*target*), Missão Sorriso is a corporate social responsibility program (*frame of reference*), which gives the best support to local projects that make children and elderly smile, during the entire year (*point-of-difference*), because it relies on Continente dimension, stores network, resources and unique engagement capacity to support local communities (*reason to believe*).

ACTIVATION STRATEGY

The activation strategy will be based on the two differentiation axis defined (authenticity and proximity). In order to increase the **perceived authenticity** of the program and reduce scepticism levels towards Continente, the company should show **high commitment levels**, mainly through higher inputs, going **beyond cause-related marketing** (e.g. direct donations, employees' involvement) and increased durability, extending MS to other periods either than **Christmas**. On the other hand, taking advantage of the **proximity CSR trend**, Missão Sorriso will act as the **link** between Continente stores and local communities, through the involvement of **local employees** and the establishment of **local partnerships with schools and social institutions**.

In what concerns the **message**, taking into account that giving to a cause through small contributions is a low involvement decision, positively motivated, emotional authenticity is crucial (Rossiter & Bellman, 2005). Therefore, while celebrities and Leopoldina should play a smaller role, **real consumers**

should be enhanced as **the ambassadors of the brand**⁴⁶, aligning the communication mood with the authenticity and proximity axis defined and with Continente current communication style⁴⁷. This will increase the **consistency** between Continente and Missão Sorriso, allowing, at the same time, to convey the message in a **closer** and more **genuine** way.

IMPLEMENTATION

The implementation of the strategy will be based on two activities of Missão Sorriso that will tackle the authenticity and proximity axis: the **Christmas Campaign**, in line with previous years, and a **School Contest** that will spread it throughout the year. Both activities will rely on the combination of different CSR initiatives, including cause promotion, community volunteering, corporate philanthropy and cause-related marketing⁴⁸. Table 1 presents the detailed communication goals per target, for 2013-2016:

Table 1: Communication goals per target (2013-2016)⁴⁹

Target	Goals	Measurement
Women who are in charge of purchase decisions. They are current Continente consumers: brand loyals or favourable brand switchers.	Improve brand awareness of MS, as Continente CSR program.	Survey directed to target, before and after the implementation of the strategy.
	Increase brand attitude towards MS, through the reinforcement of associations of proximity and authenticity .	
	Increase brand attitude towards Continente, through the reinforcement of associations as close and inspiring brand.	
	Reduce scepticism levels towards Continente.	
Children aged between 7 and 12 years old. Current purchase influencers.	Stimulate parents' engagement in MS initiatives	Money gathered in the school contest.
Sonae local collaborators.	Increase positive attitude towards Sonae.	Internal survey.

A) SCHOOL CONTEST

Missão Sorriso will support children and elderly through local projects in the most relevant social areas, using **schools as a vehicle to help local social institutions** and engage consumers, during the

⁴⁶ Appendix 11, Booklet 2: Missão Sorriso desired communication mood (real consumers as ambassadors).

⁴⁷ Appendix 10, Booklet 2: Continente current communication mood (use of real consumers).

⁴⁸ Appendix 12, Booklet 2: Overall implementation plan.

⁴⁹ Detailed measures are presented on Appendix 14, Booklet 2.

entire academic year. The activity relies on a **fundraising competition** launched to, at least, one school group⁵⁰ per **district**, empowering **children from 7 to 12** years old to be agents of social change. Each school group will partner with a local office of the **Portuguese Red Cross (PRC)**, which supports children and elderly at local level. The **local Continente store(s)** will assist each school group through its space, communication vehicles and employees. The three school groups collecting a higher amount of money will be **rewarded by Continente**⁵¹. According to our survey, this initiative is appealing both for professors and board members, as 73,8% of the respondents found it interesting⁵². In line with the gradual disappearance of Leopoldina, Continente mascot will only be used **below the line**, to enhance the communication between MS and children and convey the volunteering promotion message.

Strategic involvement of schools

Schools are aggregator institutions, distributed all over the country⁵³, allowing the creation of synergies between Continente stores and Red Cross local offices. Moreover, Sonae has already expertise in working with schools⁵⁴ and some of the PRC local offices have already established partnerships with schools, so contacts can be leveraged. Based on our interviews to school boards and professors we identified the **key success factors** and the **stakeholders** involved⁵⁵ (Table 2):

Table 2: Key success factors regarding partnerships with schools

School Board	Professors	Children
Integration of educational contents	Clear communication , explaining the goal of the project and the expected degree of involvement	Respect for codes regarding communication to children, branding educational content through MS
Innovative contents and interdisciplinary	Integration of the activities in the curriculum , assisting professors engaging their students	Balance educational and practical component
Flexibility , allowing schools to autonomously adapt the project to their reality and specificities		Creation of short-term activities , allowing children to be involved in the projects from the beginning until the end

⁵⁰ The school system in Portugal is going through a centralization process, through the formation of school groups that gather various schools under the same management board.

⁵¹ Appendix 13, Booklet 2, summarizes the relationships established between the different entities involved.

⁵² Rate 5 or higher, out of 7. Appendix 9, Booklet 2; Question 5; N=214.

⁵³ In Portugal, there are 6037 elementary schools⁵³ (1st-4th grades and 5th-6th grades). *Source*: PORDATA, 2011

⁵⁴ Appendix 15, Booklet 2: CSR activities developed at Portuguese schools.

⁵⁵ The School Board is the vehicle for entering the school, as it should approve the activities; teachers are responsible for implementing the activities; and children are the final target of the educational activities.

Volunteering and active citizenship promotion for children are **innovative and unexplored topics** at schools⁵⁶. Moreover, our results show that they are valued both by **parents** (agreement level of 5, 75 / 7)⁵⁷ and **schools** (importance level of 6,09 / 7)⁵⁸. Also, the Government gives **autonomy and encourages schools** to develop “projects and activities which contribute to personal and social education”⁵⁹. By linking volunteering and citizenship promotion to **children’s artistic skills**, it is possible to integrate the subject into the annual activities plan of the school or in mandatory and non-mandatory subjects⁶⁰.

Besides aiding Continente to **gain local relevance** and **get closer to communities**, the establishment of partnerships with schools empowers the **early involvement** of the brand with children, who are current **shopping influencers**. Also, considering the strategic vision of Continente to integrate CSR in its values, the investment in the development of social conscious citizenships is the investment in future **social responsible consumers**, who will value Continente efforts, having higher probabilities of basing their purchase decisions on CSR policies. This is in line with the interviews, as some respondents mentioned the influence of education on their social awareness and their willingness to contribute.

Strategic involvement of Portuguese Red Cross (PRC)

The choice of PRC as the social partner was based on four factors: the **credibility and awareness** of the institution; its **geographical distribution**, as there are 174 local offices, supporting local projects; its **field of action**, as the institution supports elderly and children projects in health or hunger and poverty areas; and the **partnership** already established between Continente and PRC⁶¹. As a partner of Continente, PRC would be responsible for: participating in children sensitization and presenting the beneficiary local project; promoting the partner schools’ fundraising activities on its own communication

⁵⁶ Appendix 15, Booklet 2: CSR activities developed at Portuguese schools. In this area, only two projects were found: “Energia com Vida” (5th – 12th grades); and the “Voluntário eu sou” (1st – 9th grades).

⁵⁷ Appendix 7, Booklet 2; Question 15; N= 87.

⁵⁸ Appendix 9, Booklet 2; Question 4; N=214.

⁵⁹ Decreto-Lei n.º 139/2012, article 15º.

⁶⁰ For example, artistic expressions, visual and technological education, as mandatory or activities of curriculum enrichment, as non-mandatory.

⁶¹ PRC was Modelo partner for “Causa Maior” and it is Continente partner for the food collection project in December 2012.

vehicles; coordinating and being present at schools' fundraising event; coordinating the investment of collected funds by schools in the chosen local project.

Activities plan

We identified all Continente stores in the national territory and conducted a match between 121 stores and 71 PRC local offices⁶², in 71 different municipalities. The **total potential market** for MS school contest totalizes **2.592 public schools**, distributed by 389 school groups, reaching **338.016 students**⁶³. In the first year, the school contest will involve **one school group per district**. Taking into account the key success factors for each stakeholder, table 3 presents the activities to be implemented in 2013-2014.

Table 3: Activities plan for School Contest (2013-2014)

Date	Activity	Description
Sep – Oct (2013)	Contact Schools	Contact school groups and presentation of the project to School Board.
Nov – Dec (2013)	Approaching schools and sensitizing children	Promote a session at schools with local PRC office and local Continente collaborator; Deliver educational material (e.g. Volunteering book from Pista Mágica ONGD); Creation of online platform and registration of each team.
Jan (2014)	Contest launch	Launch of fundraising contest , taking advantage of communication results of MS Christmas campaign; PRC local projects and school teams' presentation .
Feb-Mar (2014)	Drawing contest	Children will draw Leopoldina in a social aiding context and will choose the best drawings to represent the school. Drawings from every school will be uploaded at the online platform and will be voted through Continente online registration . For each unique vote, Continente gives 0,10€ to school fundraising activity . The best drawings can be integrated into MS CRM product for the Christmas campaign. The selection is done through a jury and online votes.
Apr – May (2014)	Artistic skills and charity exhibition	Children will develop small artistic products, related to their local region (products, materials, shapes, colours) Mother day (Sunday, 4th May) - 11th May : Launch of exhibition and sale of the materials at local Continente store. Coordination from PRC local office
Jun (2014)	Results communication	Children's day (Sunday, 1st June) : TV show with participation of schools and PRC representatives. Delivery money gathered by schools to PRC local office. Delivery prize to the school groups of three winning schools.

⁶² Appendix 16, Booklet 2: Crossing Continente stores, Red Cross offices and schools.

⁶³ PORDATA. 2011. Note: Considering only Continental Portugal, due to lack of data.

The activities were scheduled taking into account the **curricular terms** and **special days** related to children and mothers. Local collaborators will be involved in the first phase, sensitizing children for the importance of volunteering and active citizenship, through **educational material**⁶⁴. Besides, two fundraising activities will be presented to schools: a **drawing contest** and a **charity exhibition**. Through an online platform, schools will submit children's drawings of Leopoldina in a social aiding context. Then, children will be encouraged to **engage their parents** and community to vote in their school's drawings through Continente online, as for each unique vote, Continente gives 0,10€ to the school fundraising activity. The drawing contest was tested in one school with **13 children aged between 8 and 11 years old** and they participated with enthusiasm and found the activity pleasant⁶⁵. Moreover, in the third term, children will develop **small artistic products** related to their local communities, which will be sold in a **charity exhibition** at the local Continente store, involving local collaborators and coordinated by the PRC. The exhibition will be launched in mothers' day and the money collected will revert to each school fundraising activity. This is an opportunity to develop an initiative with high local relevance, generating store traffic and reinforcing the company's involvement with local institutions and the engagement of local collaborators.

All the three activities were **perceived as interesting** by schools (in average, 73,5% rated the initiatives with 5 or higher)⁶⁶ and relatively easy to implement⁶⁷. Also, **77% parents showed positive agreement levels** with their children's participation in the contest in general⁶⁸. Moreover, according to our survey, **parents would be willing to be engaged** both in the online voting for the drawing contest and in the charity exhibition: 82,8% would vote through the registration in Continente online (probability

⁶⁴ For example, ONGD "Pista Mágica" has launched a book, with Continente's support, that promotes volunteering in children. According to an interview to its Director, they are currently looking for partnerships to expand the project.

⁶⁵ Some examples of childrens' drawings can be found in Appendix 17, Booklet 2.

⁶⁶ 76,2% to promotion of volunteering through educational material; 68,7% to the drawing contest and 75,7% to the development of artistic products. Appendix 9, Booklet 2; Question 6; N=214.

⁶⁷ More than 60% rated the simplicity of implementation with 5 or higher. Appendix 9, Booklet 2; Question 7 ; N=214

⁶⁸ 77% rated 5 or higher regarding the school contest in general and 86,2% rated 5 or higher the drawing contest. Appendix 7, Booklet 2; Questions 16 and 17; N=87.

of 5 or higher); 77% would buy their children's solidary products; and 75,9% would talk to family and friends to promote the two activities⁶⁹. In this sense, parents and local community will be engaged in Continente CSR activities without the use of traditional advertising, which, according to the interviews, **reduces scepticism levels**.

In order to ensure the perceived **transparency** of the process, results will be communicated through a TV show in children's day. Continente will give a prize to the three school groups which have gathered more money for the local PRC office, **equalizing the money** gathered until 5.000€ (1st prize), 2.500€ (2nd prize) and 1.000€ (3rd prize)⁷⁰. Also, Continente will **double the money gathered** by the winning school, delivering it to the PRC local office (until 10.000€), giving an incentive both to Red Cross and to schools.

Media plan

The media plan (table 4) combines below the line vehicles with **Continente own media, public relations** and **online media**, in order to reduce costs and favour the communication at local level. In this sense, both schools' and PRC local offices' communication vehicles play an important role. Moreover, the different phases of the contest should be constantly updated through the **online platform** created to schools and promoted at local level through PR and local stores. Considering the implementation and media plans it is expected that, in the first year, schools will gather approximately **13.700€** for Portuguese Red Cross, involving 60 schools and 6.821 students⁷¹. In three years, it is expected that MS contest will be present in 28 municipalities, reaching 94 schools⁷². The expansion plan can be supported through partnerships with City Councils, which have privileged contacts with schools⁷³.

⁶⁹ Appendix 7, Booklet 2; Question 18; N=87.

⁷⁰ The monetary prize could be converted by Continente in equipment or scholar material, as those were indicated as the most relevant prizes by schools. Appendix 9, Booklet 2; Question 12; N=214.

⁷¹ It was assumed that half of the schools of the group and 35% of the students of each school would participate in the contest, totalizing 114 students per school (four classes in average). Appendix 18, Booklet 2: Operational Goals – schools.

⁷² A complete three-year plan can be found in Appendix 18, Booklet 2.

⁷³ Based on interviews to City Councils Education Departments.

Table 4: School Contest - Media Plan

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Activity	School Contact		Sensitizing children		Official Launch	Drawing contest		Charity exhibition		Results
Below the line	Mailing with informative prospect + E-mail + Follow up phone call		Educational material delivered by PRC + local collaborator			E-mail + follow up call		E-mail + follow up call	In store material	
Above the line								Continente magazine		TV Show
PR					Christmas results				Mother's Day	Results
Online					Continente online + MS facebook		Continente online + MS facebook			Continente online + MS facebook
					Red Cross website		Red Cross website		Red Cross website	Red Cross website
			Missão Sorriso - Online platform							
			Schools' websites							

B) CHRISTMAS CAMPAIGN

Similarly to the previous years, Missão Sorriso should also be activated during Christmas period through a CRM campaign in November and December. Consistently with the proximity axis, at least **one project per district** should be selected to support children and elderly at local level. It is crucial that the fundraising campaign uses **simple and direct giving mechanics**. Therefore, consumers will be able to contribute through the already existent platforms (**CRM product** and **donation calls**) and we propose a new activity based on the use of **Continente card**. This last activity was evaluated as **highly innovative** by *Fuel* when we presented the idea, and it also received the highest participation score of the Christmas campaign activities (mean 5,65 / 7)⁷⁴.

Table 5: Giving mechanics for Christmas Campaign

Activity	Description	Test results
CRM product (similar to previous years)	Useful product (e.g. agenda), directed to women ⁷⁵ , maximum price of 3€, in line with the previous years. Missão Sorriso product and not a Leopoldina product, although the mascot can have a more discrete presence in the first years ⁷⁶ .	70,4% would probably buy ⁷⁷

⁷⁴ Appendix 7, Booklet 2; Question 23; N=263.

⁷⁵ Through an ANOVA analysis, it was possible to conclude that the probability of participating significantly changes depending on gender (p=0,013), which gives sustainability to the choice of women as the target of the campaign. Appendix 7, Booklet 2; Question 19.

⁷⁶ For example, use of children drawings from the school contest to integrate the product.

⁷⁷ Probability of buying of 5 or higher out of 7. Appendix 7, Booklet 2; Question 19; N=206.

Donation call (similar to previous years)	Donation line , through which participants can donate 0,50€ . The incentive to donations through telephone should be linked to TV promotion, as it will increase the transparency of the process.	-
Continente card: “Descontar Sorrisos”	Donations through the earned value in Continente card . In each purchase, consumers will be asked if they want to round down the value accumulated in their card: (e.g. a client who had 15,65€ in card, would be able to give 0,65€ for the cause). This giving mechanic can be expanded to the purchases in other Sonae MC stores such as Wells and Book.it.	78,3% would give at least once during Nov and Dec ⁷⁸ 62% would give during the entire year ⁷⁹

Media plan

Considering the communication objectives of improving recognition brand awareness and increasing a low involvement, transformational, brand attitude, **visual content** should be enhanced (Percy & Elliot 2009). Moreover, as it is a short-time campaign, it is important to encourage donations during the given period, through **repetition** of the message and consumers’ engagement. In this sense, three media channels will have a main role: TV, Radio and Online. Similarly to the previous years, it is recommended that Continente keeps its media partners: TVI⁸⁰ and Rádio Renascença⁸¹. Regarding online vehicles, the campaign will be communicated through Continente online and MS Facebook, taking advantage of interactivity and multimedia platforms. The campaign should be integrated through in store material, increasing the visibility and promoting the *call to action* at point of purchase. Also, Public Relations play a significant role to create positive media coverage of the campaign (Table 6).

The campaign on TV will consist on spots, explaining the giving mechanics, similarly to the previous years, through the use of real consumers and previous beneficiaries. Regarding TVI, successful shows directed to women such as “Você na TV” - the most viewed talk show in the morning – and “A Tarde é Sua” – the most viewed in the afternoon⁸², can be used to communicate Missão Sorriso activities through non-advertising formats (e.g. testimonials, interviews) and to encourage donations through calls.

⁷⁸ Probability of participating of 5 or higher out of 7. Appendix 7, Booklet 2; Question 23; N=263.

⁷⁹ Probability of participating of 5 or higher out of 7. Appendix 7, Booklet 2; Question 24; N=263.

⁸⁰ TVI is the audience leader in free-to-air TV and more than 60% are women. *Source*: MediaCom (2010).

⁸¹ RR is the 3rd radio with the highest audience; Profile: aged between 25-64 years old. *Source*: MediaCom (2010).

⁸² Correio da Manhã. 2012. “Talk shows da TVI lideram as audiências” November, 9. http://www.cmjornal.xl.pt/noticia.aspx?c_contentID=8AF5AF33-CAA9-4488-9B9B-527AF51193FB&channelID=00000092-0000-0000-0000-000000000092 (accessed November 18, 2012).

Similarly, regarding radio, Missão Sorriso should be included into existent programs of RR. A final event or special emission should communicate the results of the campaign, in order to ensure the transparency of the process and to recognize and reward consumers' participation.

Table 6: Christmas Campaign - Media Plan

	November				December				January
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Results
Activity	Cause-related marketing + "Descontar Sorrisos" + Call donation								
TV	Você TV	Você TV		Você TV	Você TV		Você TV	Você TV	Special emission
	Tarde é Sua		Tarde é Sua	Tarde é Sua		Tarde é Sua	Tarde é Sua	Tarde é Sua	
		Spot 15"	Spot 15"		Spot 15"	Spot 15"		Spot 15"	
Radio	Insertion:15"	Insertion:15"	Insertion:15"	Insertion:15"	Insertion:15"	Insertion:15"	Insertion:15"	Insertion:15"	
In store	In store material CRM product + "Descontar sorrisos" (cash register)								
Own vehicles	Coupons + C.Magazine				Coupons				C. Magazine
PR	Launch event	PR - project submission			PR - public votes				Close Event
Online	Missão Sorriso Facebook								
	Continente online - project submissions				Continente online - public votes				

Expected results

Table 7 summarizes the expected results from the Christmas campaign. Through the three giving mechanics presented, it is estimated that MS will be able to gather more than 1 million Euros, **more 70%** of what was raised in 2011⁸³. Also, if the campaign “Descontar Sorrisos” is extended during the entire year, additional 1,5 million Euros can be collected to support local projects selected by consumers, until the following Christmas campaign.

Table 7: Expected results from Christmas Campaign

Results from the campaign	Nov – Dec 2013	Jan – Oct 2014
CRM product (1€) ⁸⁴	480.000	-
Descontar sorrisos (0,50€)	697.500 ⁸⁵	1.550.000 ⁸⁶
Calls (0,50€) ⁸⁷	121.433	-
Total value (€)	1.298.933	

⁸³ In 2011, Missão Sorriso gathered 600,000€. Detailed information can be found in Appendix 21, Booklet 2.

⁸⁴ Assumption: 80% of the customers that bought Missão Sorriso product in 2011, would buy the product in 2013.

⁸⁵ Assumption: 45% of card owners would give, at least once, an average of 0,50€ through their cards.

⁸⁶ Assumption: 10% of card owners would give at least once, an average of 0,50€ through their cards, during 10 months.

⁸⁷ Assumption: 5% of the daily viewers of the two TVI talk shows would donate 0, 50€ through calls in 7 programs.

BUDGETING AND IMPACT

Tables 8 and 9 present the projected values of the investment needed for the initiatives⁸⁸. The **cost per contact** for the Christmas campaign is estimated to be 0,22€ and 0,34€ for the school contest⁸⁹. For each euro invested in the Christmas campaign, it is expected that MS will gather 1,39€ for the cause.

Table 8: School Contest Budget

Budget - School Contest (2013/2014)	
Item	Final Value (€)
Management process	67.608
Production and Media	42.692
Prizes to schools	8.500
Indirect donations	3.500
Direct donations	10.000
Final investment	132.300

Table 9: Christmas Campaign Budget

Budget - Christmas campaign (2013)	
Item	Final Value (€)
Cause related marketing campaign	765.922
Descontar Sorrisos	23.800
Production Costs	22.000
Media	124.763
Final investment	936.485

Regarding impact, the Christmas campaign would have a **slight positive impact** both on **frequency** and **mensal budget** spent at Continente⁹⁰. Moreover, the activities related with the **school contest** would have the highest positive impact on **consumers' general opinion** about Continente, as, in line with the literature, they **show higher commitment levels** from the company towards the causes (e.g. direct involvement, longer duration and higher inputs). Table 10 summarizes the impact of the different activities presented on respondents' general opinion about Continente.

Table 10: Impact of different activities on respondents' general opinion about Continente⁹¹

Activity	% of consumers rating impact of 5 or higher	Mean impact (1-7)
Direct support through money donation	85%	5,79
Promotion of volunteering at schools	79%	5,53
Offer of prize to schools	80%	5,68
Community volunteering at schools	76%	5,53
Christmas CRM product	75%	5,44
Continente card "Descontar Sorrisos"	70%	5,37

⁸⁸ The values are merely indicative and were obtained under restrictive circumstances. A complete table of each budget can be found in Appendix 19 and Appendix 22, Booklet 2.

⁸⁹ A projection of cost per contact during the three years of the school contest can be found in Appendix 20, Booklet 2.

⁹⁰ Impact of 4,53 / 7 in frequency and 4,47 / 7 in mensal budget for the CRM product and of 4,37 / 7 and 4,24 / 7 for the Continente card giving mechanic. Appendix 7, Booklet 2; Questions 21 and 24.

⁹¹ Through an ANOVA analysis it was possible to conclude that the impact is higher for women for the following initiatives: promotion of volunteering at schools, offer of prize to schools and CRM product. Besides gender, no other variables were found to change the impact (Appendix 7, Booklet 2; ANOVA analysis).

CONCLUSION

Drawing from strategic CSR research, the communication strategy presented in this report takes advantage of the proximity CSR trend to reinforce Continente bonds with local communities, while tackling increasing scepticism levels towards corporate motivations. In this sense, Missão Sorriso's potential is extended, going beyond cause-related marketing and Christmas period. Relying on Continente's competitive advantages and unique engagement capacity, Missão Sorriso is transformed in a social platform of engaging initiatives that empowers children, consumers and employees to make a difference at local level, during the entire year, following a long-term strategic vision.

From the definition of the strategic approach to the implementation plan, we took special care to understand the perceptions of different stakeholders and to make this project as realistic as possible. The positive acceptance levels revealed both by schools and consumers support the viability of the project and the positive impact it would have on Continente brand image.

However, this Work Project has some limitations, as it is based on an on-going program that exists for 10 years, requiring the respect for brand legacy. Concerning the implementation, the tests to schools and consumers were based on non-probability sampling techniques, conditioning the representativeness of the sample. Finally, the budgets presented were obtained under restrictive circumstances, so they are merely indicative.

Despite the limitations, we believe this project contributes to the growth of CSR as a strategic subject, strengthening the path towards the integration of Missão Sorriso into Continente corporate vision and values and reinforcing the authenticity and local impact of its CSR initiatives. The result is a brand that is closer, more human and more genuine, enhanced by consumers' social aspirations and truly committed to support the most relevant causes and targets, reinforcing the bonds with local communities.

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A CSR communication strategy for Continente: improving
brand image and reinforcing local community bonds

Booklet 2

Ana Isabel Delgado Heleno

#898

A project carried out on the Communication Agency Field Lab under the supervision of:

Professor Luísa Agante

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APPENDIX 1: CSR ACTIVITIES DEVELOPED WITHIN THE FOOD RETAIL INDUSTRY

IN PORTUGAL

	Hunger and Poverty	Health	Education	Community involvement	Environment	Communication vehicles	Beneficiaries
Continente	Direct Product donation Food collection (Banco Alimentar - BA) Monetary support to institutions (Missão Sorriso)	Offer of hospital equipment (Missão Sorriso)	Programa Hipersaudável (healthy food – schools) Junior Achievement (citizenship) Braço Direito and Mundo das Profissões (professional integration)	Community volunteering	Fund raising through recycling Reconstruction and maintenance of urban green spaces	Above the line campaign Continente website In-store activities Sustainability report Facebook	Children Elderly
Pingo Doce	Direct product donation Mensal vouchers for IPSS Food collection (BA)	Fund support to investigation	Junior Achievement (citizenship)	Fundraising activity Gifts donation (Christmas)	Cause promotion In store material collection Forests cleaning Fund raising through recycling	Corporate website Sustainability report	Elderly Special needs Children
Jumbo	Indirect Product donation Food collection Monthly direct food collection	Training Rik & Rok presence at Hospital	Academic success Rik & Rok contest (environment) School material offer Education for finance and management Workshop – healthy food (Schools)	Fundraising activities Product donation Toys collection Involvement in charity events CRM campaign	 Re-forestation action	Corporate website Sustainability report In-store activity	Children Youngsters in risk Homeless Special needs
Intermarché	Sporadic Product donation Food collection	Toys donation to hospitalized children		Fundraising activities CRM campaign	Cause promotion Fund raising through recycling	Corporate website	Children
Lidl	Food collection		“Crescer forte e saudável” (healthy food)	CRM campaign (water access)	Fund raising through recycling	Corporate website	Children
Mini Preço	Monthly in kind donations Food collection				In store material collection	Corporate website	Children

APPENDIX 2: LEOPOLDINA IMAGE EVOLUTION



90s



2004



2007



2009



2010



2011



2012

APPENDIX 3: INTERVIEW GUIDE TO CONSUMERS

Warm-up

Bom dia / tarde. O meu nome é Ana Heleno estou a frequentar o mestrado em Gestão na Nova School of Business and Economics. No âmbito da minha tese, estou a fazer um estudo sobre a política de responsabilidade social do Continente.

Para este propósito, gostaria de entrevista-lo durante cerca de 45 a 60 minutos, por meio de uma entrevista detalhada, o que significa que vou deixá-lo falar livremente após a primeira pergunta inicial. Isto também significa que não existem respostas certas ou erradas e o entrevistado é livre para dizer o que vem à sua mente sobre o assunto.

Para o propósito de analisar as nossas entrevistas mais tarde, eu gostaria de gravar a nossa conversa – pode ser? Ela permanecerá anónima e não será contactado no seguimento desta entrevista.

Filters

#	Filter	Yes	No
Filter 1	Vive em Portugal há pelo menos dois anos?	F2	Stop interview
Filter 2	Conhece a marca continente?	F3	Stop interview
Filter 3	Trabalha ou alguma vez trabalhou para o Continente?	Stop interview	F4
Filter 4	Quem é responsável pelas decisões de compra de produtos de super e hipermercados?	Respondent: >50% of the decisions	If not, stop interview
Filter 5	Fez compras no Continente nos últimos dois meses?	Continue interview	Stop interview

Da última vez que foi a um super ou hipermercado onde é que foi? Porquê?

Comportamento de compra geral

- Locais onde normalmente vai às compras.
- Principais variáveis de decisão (preço, qualidade, conveniência).
- Ocasões associadas aos locais de compras (alturas do ano específicas, promoções, ...)
- Hábitos de compra: quando, com quem, influenciadores

Continente focus

Pode-me falar da sua relação com o Continente?

- Quais os principais aspectos positivos e negativos relativamente à marca?
- Razões de escolha;
- Tipo de produtos comprados;
- Meios de relacionamento:
 - Cartão continente
 - Continente online
 - Opinião sobre lojas (localização, organização, ambiente geral)
- Nível satisfação geral e recomendação/lealdade

Brand image vs competitors

- *[personification technique]* Se o Continente fosse uma pessoa, como é que acha que seria? (sexo, idade, aparência, ocupação, estilo de vida, traços de personalidade)
- *[personification technique]* E se o Pingo Doce (ou principal alternativa do ponto de vista do entrevistado) fosse uma pessoa, como é que acha que seria? (sexo, idade, aparência, ocupação, estilo de vida, traços de personalidade)

Corporate Social Responsibility

[Projective technique]: Free word association to the expression “Responsabilidade Social das Empresas”.

- Qual considera ser o papel de marcas como o Continente em termos de responsabilidade social, numa altura de crise como a que atravessamos?
- *[Third person technique]*: Acha que o povo português é um povo solidário? Acha que no contexto actual as pessoas estão preocupadas com os problemas sociais do país e dispostas a participar para contribuir para a sua resolução?
 - De que formas? Preço extra pago; doação dinheiro; compra produtos que revertem a favor de causa; doação de tempo voluntariado; doação de produtos;
- Lembra-se de alguma campanha de responsabilidade social de alguma empresa?
 - Tipo de mecânica
 - Suporte: online, activação loja, tvs
- **Past behaviour:**
 - Já contribuiu directamente para alguma causa?
 - Como? Preço extra pago; doação dinheiro; compra produtos que revertem a favor de causa; doação de tempo voluntariado; doação de produtos

- Razões participação.
- Influenciadores.
- Sentimentos
- Quais as áreas de actuação social e ambiental que considera mais importantes? Porquê?
 - Completar com algumas áreas (assistida)
- Quais associa mais ao Continente? (Anexo 1)

Continente and CSR

- Recorda-se de alguma campanha de responsabilidade social do Continente?
- Das seguintes campanhas de responsabilidade social do Continente, pode dizer-me de quais é que se recorda? (Anexo 2)
 - Nível de envolvimento e participação. Porquê.
 - Percepção de fit com Continente.
 - Extensão Missão Sorriso a outras causas.
- Na sua opinião, quais são os motivos para o Continente lançar este tipo de campanhas?
- Associa alguma mascote ou figura pública a alguma destas campanhas?

Focus Leopoldina

- Lembra-se da Leopoldina? O que é que lhe vem imediatamente à mente quando pensa na Leopoldina?
- Que recordações tem da Leopoldina?
- Das seguintes imagens, quais associa à Leopoldina? Porquê? (Anexo 3)
- Das seguintes imagens qual corresponde melhor à imagem que tem da Leopoldina? (Anexo 4)

Perfil socio-demográfico do entrevistado

- Age
- Gender
- Education
- Occupation
- How many people in the household
- How many kids (less than 18)

Relação entrevistado com a marca

- Tem cartão continente (sim/não)
- Utilizador continente online (sim/não)
- Continente: supermercado onde vai mais vezes? (sim/não). Se não, qual?
- Continente : supermercado onde faz mais compras? (sim/não). Se não, qual?

Cartão 1 – Lista áreas de actuação social

- Saúde
- Educação
- Ambiente
- Idosos
- Fome e Pobreza em Portugal
- Combate ao desemprego
- Produtos regionais → Apoio produtos portugueses
- Pessoas com necessidades especiais
- Direitos dos animais
- Abuso de álcool e drogas
- Artes e cultura

Cartão 2 – Campanhas Responsabilidade Social Continente

Área	Causa	Conhece	Participou
Saúde	Missão Sorriso		
	Causa Maior		
Comunidade	Casa do Gil – entrega de alimentos		
Ambiente	Movimento Eco (campanha sensibilização)		-
	Hipernatura – recuperação de espaços verdes		-
	Recolha de rolhas		
Educação	O meu 1º best seller		
	Concurso novos designers		
	Tudo a ler – oferta de livros escolares		-

Cartão 3 – Associação imagens Leopoldina



Cartão 4 – Imagens Leopoldina

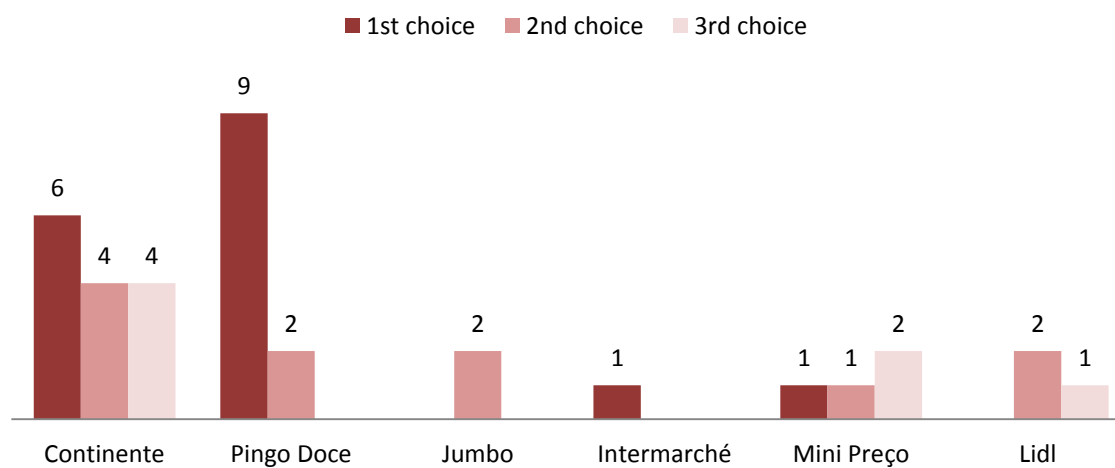


APPENDIX 4: ANALYSIS OF THE INTERVIEWS

I - Respondents' profile

Respondents' profile		
Variable		Frequency
Gender	Female	12
	Male	2
Age	24-34	4
	35-44	3
	45-54	4
	55-64	3
Education Level	Primary School	1
	Bachelor Degree	9
	Master Degree	4
People in household	1	3
	2	2
	3	4
	4	3
	5	2
Continente card	Yes	13
	No	1

Where do you usually go for grocery shopping?



Note : when respondents indicated 50% one supermarket and 50% other, both were considered as 1st choice.

II –Continente image

Continente vs. Competitors

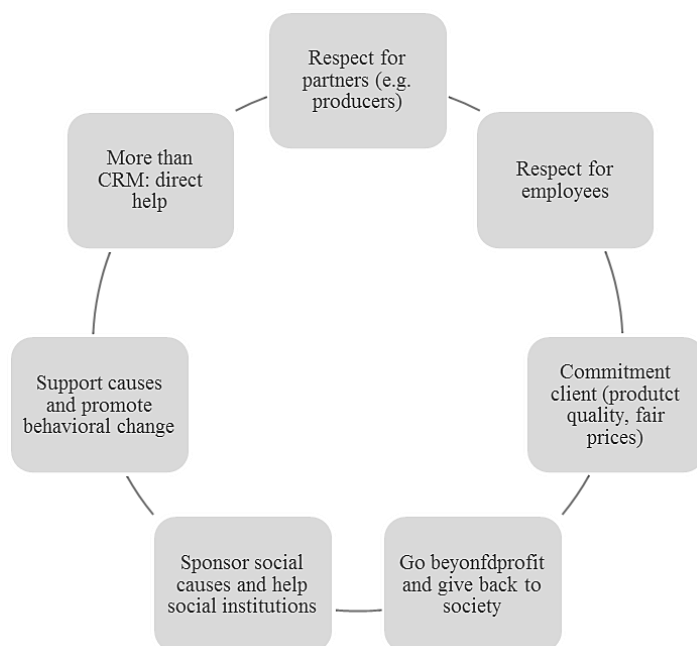
+	-
Continente loyalty card	
Key driver to go to store: “O facto de o Continente ter o cartão, faz-me ir muito mais ao Continente, apesar de gostar mais do Jumbo.” (Female, 25-34)	Immediate discounts: mini preço card; everyday low price police (Pingo Doce)
Synergies with promotional coupons sent by mail (primary need goods)	Repeated purchase: do not like the loyalty mechanics
Diversity of uses: wells, book it	Forget the coupons
Other issues	
Huge variety of products concentrated in an unique space	Convenience: other supermarkets closer to residence area
Service quality (self service machines; employees; home delivery)	Price: competitors (e.g. PD, Mini preço) perceived as cheaper than Continente brand
Proximity: associated with families	Too big : “I get tired”; “I buy things I don’t need”
Habit is an important factor → awareness of store organization; time saving; “I know where the products are”	

Continente as person

Continente	Competitors
Man; 30-45 years old;	Pingo Doce: An older person; Lower education level; Wants to offer good prices, but also quality; Likes to surprise; more versatile; More elegant, nice, kind
Middle class; Manager, RP, Communication	Intermarché: An older man; Darker, heavier, more formal.
Positive traits: Professional, organized, intelligent, powerful Goal oriented, ambitious, Persuasive, good communication skills Dynamic, creative, friendly, trustful	Mini preço A person who likes to spare Lives with the essential
Negative traits: always looking for more and for better results; aggressive marketing campaigns; influence of advertising, consumption A giant person, a monster, an elephant	Jumbo Friendly, More childish; Less credible, less professional, , more informal
Most respondents found it easier to Project Continente as a person than its competitors. Some didn’t find significant differences between Continente and Pingo doce	

III – Perception, attitudes and motivations regarding Corporate Social Responsibility

Perception of CSR Concept



Key Conditions for participating in CSR campaigns

Relevance	Giving to a relevant cause: “Dou desde que reconheça que é preciso” (Female, 55-64) Influenced by personal or professional experience: “Sou muito sensível às crianças porque trabalhei 19 anos com crianças” (Male, 35-44); “Causas que tenham a ver comigo, com a minha sensibilidade e as minhas preocupações” (Female, 35-44)
Credibility	<ul style="list-style-type: none"> - Serious, credible institution - Knowing who is in charge: “O Banco Alimentar tem um rosto” (Female, 45-54) - Previous communication: “É bom que as pessoas percebam, que situação concreta estão a ajudar” (Female, 35-44)
Authenticity	“Se sentir que o objectivo principal é o bem da empresa, não ajudo” (Male, 35-44) “Ajudar as instituições desinteressadamente, de forma directa, sem ter de passar pelo consumidor (CRM)” (Female, 55-64)
Simple mechanics	<ul style="list-style-type: none"> - Direct and easy contribution: Arredonda; Banco Alimentar; Purchase a product which reverts to help an Institution; Direct donation to institutions (both money and products) - Concrete donation (e.g. product) – “As pessoas gostam de dar uma ajuda concreta, como alimentos” (Female, 35-44)
Transparency	Knowing that the donation will be delivered to those who need it Seeing the results of the donation
Continuity / Consistency	Campaigns that go beyond Christmas time: “A mim tocava-me mais uma acção mais continuada” (Female, 34-54); “Às vezes é excessivo na altura do natal todas as campanhas” (Female, 55-64)
Education influence	“A predisposição para ajudar vem desde criança, com o escutismo, habituamo-nos a ser solidários” (Female, 55-64); “Acho que a consciência social foi incutida desde criança pela minha mãe” (Female, 25-34)

Key feelings

Happiness / Accomplishment	<p>“Uma pessoa quando faz bem fica contente” (Female, 45-54)</p> <p>É uma coisa que intimamente me faz sentir bem; É fantástico sentir que hoje fiz alguma coisa pelo outro, é um momento de realização pessoal (Female, 25-34)</p>
Relief / Consciousness	<p>O que me leva a participar é um rebate de consciência de naquela altura ter oportunidade de fazer aquilo que não faço durante o resto do ano (Female, 55-64)</p> <p>Ficas mais leve e mais feliz, do que passar ao lado, esconder a cara e depois ficas a pensar "devia ter dado e não dei"(Female, 45-54)</p>
Social pride	<p>Creio que a grande maioria das pessoas gosta de ver a sua contribuição publicitada (Female, 55-64)</p> <p>Lembro-me de visualizar na televisão onde é que foi aplicado o dinheiro e de ficar muito contente porque havia ali qualquer coisa de concreto, há uma parte de mim ali (Female, 25-34)</p>
One day I may need too	<p>Acho que ninguém vive sozinho... se hoje podemos ajudar outros, amanhã podemos precisar que nos ajudem a nós (Female, 55-64)</p> <p>O ser humano precisa de estar bem em sociedade [...] se um dia estiver do outro lado, gosto de pensar que os outros contribuiriam (Female, 25-34)</p>

Note: Often, the same interviewee experience different feelings

Most relevant causes and Continente fit

Area	Specific issues	Continente Fit
Hunger and poverty (Spontaneous) Due to the current social-economic context	Waste reduction	Give food that will not be sold, but is good for consume (through institutions)
	Support to families	Allow employees to acquire food at lower prices Support food delivering projects with products
	Support to school	healthy food for schools (breakfast, lunch, snack)
Education (Spontaneous) The basis of everything; Link Continente - families	Support education in general	Scholarships for youngsters Scholarships to employees' sons School materials and books
	Civic education	Promote parents' education Environmental education; waste avoidance; recycling
	Education for healthy food	Promote healthy menus at schools Sponsor a nutritionist to work with canteens
Children (Spontaneous) The future of the country; fragility	Support, protection, orientation	Financial support through institutions Direct intervention in social neighborhoods
Elderly Aging population; Less supported than children	Abandon / Solitude	Awareness campaigns to avoid abandon Financial support nursing homes
	Support with food;	Sponsor a nutritionist to work at nursing homes; give food directly; deliver groceries at home without additional costs

	Support medicines' purchase	Financial support to institutions (medicines and treatment)
Health	Support health in general	Vaccination campaigns Support with medical equipment
	Support to families in case of hospitalization	Financial support through institutions
	Healthy habits	Education for healthy food (both children and adults) Sponsor healthy activities
	Fight against cancer	Financial support through institutions
Environment (Assisted) Social issues have priority in relation to environmental issues	Awareness campaigns and waste avoidance	Sponsor awareness campaigns Promote recycling, giving incentives
	Green spaces	Sponsor the creation of green spaces

IV – Perception and attitudes regarding Continente and CSR

	Perceived motives	Relationship CSR - Continente
Pure altruism	<ul style="list-style-type: none"> - Altruism, philanthropy - Not seen as advertising - Continente is conscious of its important social role and it is committed to help 	<ul style="list-style-type: none"> - Positive previous personal/professional experience with the company - Awareness of CSR actions not publicized by the company
Mixed feelings	<ul style="list-style-type: none"> - Recognize positive outcomes for the brand through CSR campaigns (awareness, positive associations, credibility) - Recognize Continente concern for social issues and awareness of social responsibilities as a big company - Perceive a fair win-win relationship for the brand and for the cause 	<ul style="list-style-type: none"> - Positive previous professional experience with the company - Contact mainly through advertising and participation in Continente's campaigns
Total skepticism	<ul style="list-style-type: none"> - Main reason is profit - Main reason is to enhance brand image and gain credibility - Play with peoples' emotions for commercial goals 	<ul style="list-style-type: none"> - Negative previous personal/professional experience with the company - Perceived lack of concern for employees - High criticism in relation to CRM campaigns

Missão Sorriso

1ª associação Leopoldina	Awareness missão sorriso	Associações Missão sorriso	Associação Missão Sorriso - Continente	Associação Leopoldina-Missão Sorriso
Angariação de fundos para crianças	Média	Crianças, Hospitais pediátricos (espontâneo)	Sim	Média
	Baixa	Crianças Hospitais	Baixa	Baixa
Crianças	Médio Baixo	Natal Brinquedos Livros Hospital (assistido)	Sim	Baixa
Brinquedos	Baixo (às vezes confundido com Popota)	Hospital (assistido) Natal Figuras públicas	Baixa	Baixa

Leopoldina

	<p>Stronger associations</p> <p>Toys Children, Childish Enchanted world, Dreams, Imagination Happiness, Joy Fun, Leisure, Play</p> <hr/> <p>Genuine Kind Helping Accomplished</p> <hr/> <p>Negative associations (1 person)</p> <p>“A bird” “Less associated with helping”</p>
	<p>Stronger associations</p> <p>Nice, kind, joyful Caring, tender Open wings: cozy, welcoming, giving a hug Eyes: attentive; worried about others</p> <hr/> <p>Children Toys Merchandising</p> <hr/> <p>Negative associations (1 person)</p> <p>An aggressive bird; (beak; legs too long) Open wings: too big; wants to give a hug to every children but it is not a cozy one Does not create empathy; horrible; ugly;</p>
	<p>Less present in consumers' minds</p> <p>Provocative, sexy, top-model, “coquette”, “Barbie” Conveying image stereotypes, slimness, elegance Worried about her image and not with the others Not associated with children Looks like a woman, feminine look; inadequate for children Not associated with helping</p>

APPENDIX 5 - PERCEIVED BRAND IMAGE

**Using Kapferer Identity prism to identify the gaps



APPENDIX 6: CONSUMERS' QUESTIONNAIRE



Este questionário foi realizado por Ana Heleno, estudante de mestrado em Gestão da Nova School of Business and Economics, no âmbito de conclusão do projeto de tese. O estudo incide sobre uma marca de distribuição no setor do retalho alimentar.

O questionário é composto por várias perguntas de resposta fechada e demora entre 5 a 10 minutos.

As respostas são confidenciais e não serão partilhadas a nível individual. Apenas os resultados globais do estudo serão partilhados com a marca.

A sua colaboração é essencial. Se tiver alguma dúvida, comentário ou sugestão, pode contactar-me através do e-mail: ana.heleno.novasbe@gmail.com

Conhece a marca **Continente**?

☐ Sim

☐ Não

É responsável por **mais de 50% das decisões de compras** de super e hipermercados em sua casa?

- ☐ Sim
- ☐ Não

Fez compras no Continente nos **últimos dois meses**?

- ☐ Sim
- ☐ Não

Em qual dos seguintes supermercados/hipermercados é que gasta a **maior parte do seu orçamento mensal**? (Por favor, selecione apenas um)

- ☐ Pingo Doce
- ☐ Continente / Continente Modelo / Continente Bom Dia
- ☐ Mini Preço
- ☐ Lidl
- ☐ Jumbo
- ☐ Intermarché
- ☐ Outro

Em média, com que **frequência** vai a um supermercado/hipermercado Continente / Continente Modelo / Continente Bom Dia?

- ☐ Menos de 1 vez por mês
- ☐ 1 vez por mês
- ☐ 2 vezes por mês
- ☐ 1 vez por semana
- ☐ Entre 2 a 3 vezes por semana
- ☐ Mais de 3 vezes por semana

Indique a sua **opinião geral** relativamente ao Continente / Continente Modelo / Continente Bom Dia, numa escala de 1 = Muito negativa a 7 = Muito positiva.

	1 = Muito negativa	2	3	4	5	6	7 = Muito positiva
Opinião geral	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lembra-se da **Leopoldina**?

- ☐ Sim
- ☐ Não

Indique o seu grau de associação entre **Leopoldina** e ações de **responsabilidade social do Continente**, numa escala de 1 = Não associa nada 7 = Associa completamente.

	1 = Não associa nada	2	3	4	5	6	7 = Associa completamente
Grau de associação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o seu grau de associação entre o nome "**Missão Sorriso**" e **Leopoldina**, numa escala de 1 = Não associa nada 7 = Associa completamente.

	1 = Não associa nada	2	3	4	5	6	7 = Associa completamente
Grau de associação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Qual das seguintes imagens **corresponde melhor** à imagem que tem da Leopoldina?



Imagem 1

☐



Imagem 2

☐



Imagem 3

☐

Indique a sua **opinião** relativamente a cada uma das imagens da Leopoldina, numa escala de 1= Não gosto nada a 7=Gosto muito.

	1=Não gosto nada	2	3	4	5	6	7=Gosto muito
Imagem 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imagem 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imagem 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sendo que a imagem atual da Leopoldina é a **imagem 3**, indique o **grau de investimento** que, na sua opinião, o Continente devia fazer nesta mascote, numa escala de 1= Fazer desaparecer a 7=Investir muito

	1=Fazer desaparecer	2	3	4	5	6	7=Investir muito
Grau de investimento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

É encarregado de educação de **pelo menos um aluno** do 1º ou 2º ciclos do ensino básico?

- ☐ Sim
- ☐ Não

Indique o seu grau de concordância relativamente à **promoção do voluntariado e da cidadania ativa**, por parte da escola frequentada pelo seu educando, numa escala de 1= Discordo totalmente a 7= Concordo totalmente.

	1=Discordo totalmente	2	3	4	5	6	7=Concordo totalmente
Grau de concordância	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o seu grau de concordância relativamente à participação do seu educando num **concurso escolar de angariação de fundos**, promovido pelo Continente, para uma instituição local ligada à Cruz Vermelha Portuguesa, numa escala de 1=Discordo totalmente a 7=Concordo totalmente.

	1=Discordo totalmente	2	3	4	5	6	7=Concordo totalmente
Grau de concordância	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Imagine que o Continente promovia na escola do seu educando um **concurso de desenho** que serviria para a criação de um produto. Este produto seria vendido pelo **Continente** na altura do Natal e o seu lucro reverteria integralmente para **apoiar projetos ligados à Fome e à Saúde**. Indique o seu **grau de concordância** relativamente à participação do seu educando neste concurso, numa escala de 1=Discordo totalmente a 7=Concordo totalmente.

	1=Discordo totalmente	2	3	4	5	6	7=Concordo totalmente
Grau de concordância	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Se a escola do seu educando participasse num concurso de angariação de fundos, promovido pelo Continente, para uma instituição local ligada à Cruz Vermelha Portuguesa, indique a **probabilidade de se envolver no processo**, numa escala de 1=Nada provável a 7=Muito provável, através de:

	1=Nada provável	2	3	4	5	6	7=Muito provável
Compra de produtos solidários realizados pelos alunos da escola.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Votação online num concurso de desenhos realizados pelos alunos da escola do seu educando, tendo para isso de se registar no Continente Online.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Divulgação da venda de produtos solidários e do concurso de desenhos junto dos seus familiares e amigos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presença na entrega , pelo Continente, dos fundos angariados à delegação local da Cruz Vermelha Portuguesa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique a probabilidade de, no próximo Natal, **comprar um produto no Continente**, cujas receitas **revertam** para apoiar projetos ligados à Saúde e ao combate à Fome, numa escala de 1=Nada provável a 7=Muito provável.

	1=Nada provável	2	3	4	5	6	7=Muito provável
Probabilidade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique a probabilidade de, no próximo Natal, comprar um produto no Continente, que tenha sido desenvolvido com base num **concurso de desenho lançado às escolas do 1º e 2º ciclos do ensino básico**. Considere que as escolas vencedoras do concurso recebem um prémio do Continente e as receitas de venda do produto **revertam** para apoiar projetos ligados à Saúde e ao combate à Fome.

	1=Nada provável	2	3	4	5	6	7=Muito provável
Probabilidade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o **impacto** que esta ação teria nos seguintes pontos da sua relação com o Continente, numa escala de 1=Muito negativo a 7=Muito positivo.

	1=Muito negativo	2	3	4=Neutro	5	6	7=Muito positivo
Impacto na opinião geral relativamente ao Continente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impacto na frequência com que vai ao Continente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impacto no orçamento mensal gasto no Continente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tem **cartão** Continente?

- ☐ Sim
- ☐ Não

Imagine que ao pagar as suas compras no Continente poderia **utilizar o valor acumulado no seu cartão, doando até 1€** para apoiar projetos ligados à Saúde e ao combate à Fome. Indique a probabilidade de participar nesta ação, numa escala de 1=Nada provável a 7=Muito provável.

	1=Nada provável	2	3	4	5	6	7=Muito provável
Probabilidade de participar pelo menos uma vez , durante os meses de Novembro e Dezembro.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Probabilidade de participar durante todo o ano .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o **impacto** que esta ação teria nos seguintes pontos da sua relação com o Continente, numa escala de 1=Muito negativo a 7=Muito positivo.

	1=Muito negativo	2	3	4=Neutro	5	6	7=Muito positivo
Impacto na opinião geral relativamente ao Continente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impacto na frequência com que vai ao Continente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impacto no orçamento mensal gasto no Continente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Imagine que, através da sua política de responsabilidade social, o Continente realiza as ações que se seguem. Indique o **impacto que cada uma destas ações teria na sua opinião geral relativamente ao Continente**, numa escala de 1=Muito negativo a 7=Muito positivo.

	1=Muito negativo	2	3	4=Neutro	5	6	7=Muito positivo
Promoção do voluntariado e da cidadania ativa em crianças dos 7 aos 12 anos, durante todo o ano letivo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concessão de um prémio a três agrupamentos de escolas vencedores de um concurso nacional que visa promover o voluntariado e a cidadania ativa em crianças dos 7 aos 12 anos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apoio directo a projetos locais ligados à Saúde e ao combate à Fome, através de donativos em dinheiro.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disponibilização de horas pagas aos seus colaboradores para promoverem o voluntariado e a cidadania ativa, em escolas do 1º e 2º ciclos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disponibilização de horas pagas aos seus colaboradores para realizarem atividades de voluntariado em instituições locais .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o seu **género**.

- ☐ Feminino
- ☐ Masculino

Indique a sua **idade**.

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ + de 65

Indique o seu **distrito de residência**.

- ☐ Aveiro
- ☐ Beja
- ☐ Braga
- ☐ Bragança
- ☐ Castelo Branco
- ☐ Coimbra
- ☐ Évora
- ☐ Faro
- ☐ Guarda
- ☐ Leiria
- ☐ Lisboa
- ☐ Portalegre
- ☐ Porto
- ☐ Santarém
- ☐ Setúbal
- ☐ Viana do Castelo
- ☐ Vila Real
- ☐ Viseu
- ☐ Região Autónoma da Madeira
- ☐ Região Autónoma dos Açores

Indique o seu **nível de instrução**.

- ☐ Não sabe ler nem escrever/Analfabeto
- ☐ Primária incompleta / Sabe ler/escrever sem ter completado a primária
- ☐ Primária Completa
- ☐ Ciclo Preparatório (completo)
- ☐ 9º Ano unificado ou antigo 5º ano dos liceus (completo)
- ☐ 11º / 12º unificados ou antigo 7º ano dos liceus (completo)
- ☐ Curso profissional / artístico
- ☐ Curso médio / frequência universitária / bacharelato
- ☐ Licenciatura em Enfermagem, Serviço Social, Educador(a) de Infância, Ensino Primário, Turismo, Secretariado, Contabilidade e Documentação
- ☐ Restantes Licenciaturas
- ☐ Mestrados/Pós Graduações
- ☐ Doutoramento

Indique a sua ocupação

- ☐ Quadros Médios e Superiores
- ☐ Técnicos Especializados e Pequenos Proprietários
- ☐ Empregados dos Serviços / Comércio / Administrativos
- ☐ Trabalhadores Qualificados / Especializados
- ☐ Trabalhadores não Qualificados / não Especializados
- ☐ Reformados / Pensionistas / Desempregados / A viver de rendimentos
- ☐ Estudantes
- ☐ Domésticas

Indique o número de membros do seu **agregado familiar**.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ + de 5

Indique o número **de crianças no agregado familiar** a frequentar o 1º ou 2º ciclos do ensino básico.

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ + de 3

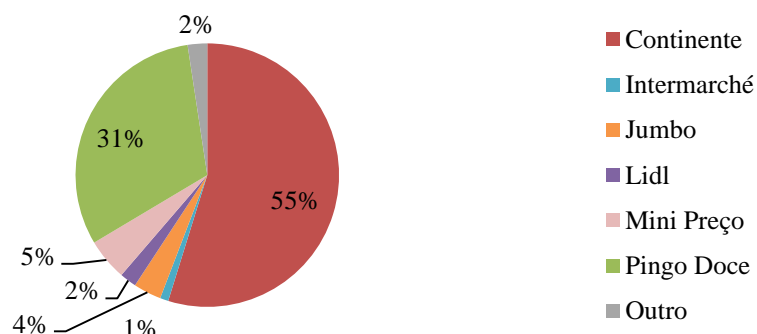
APPENDIX 7: ANALYSIS OF CONSUMERS' QUESTIONNAIRE

I – Filters

Filters		
Variable		Frequency (%)
Knows Continente brand	Yes	99
	No	1
Responsible for more than 50% of purchase decisions	Yes	72
	No	28
Purchased at Continente in the last 2 months	Yes	88
	No	12

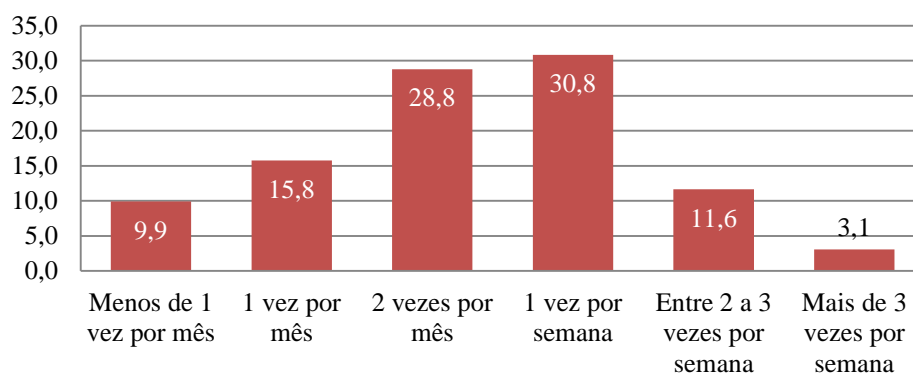
II – Purchase behaviour

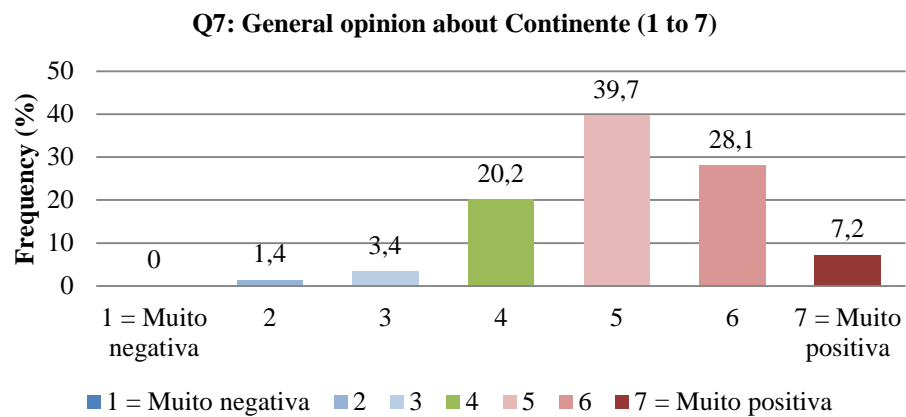
Q5: Supermarket where the highest percentage of monthly budget is spent



N= 292

Q6: Purchase frequency at Continente (%)





N= 292

Mean = 5,11

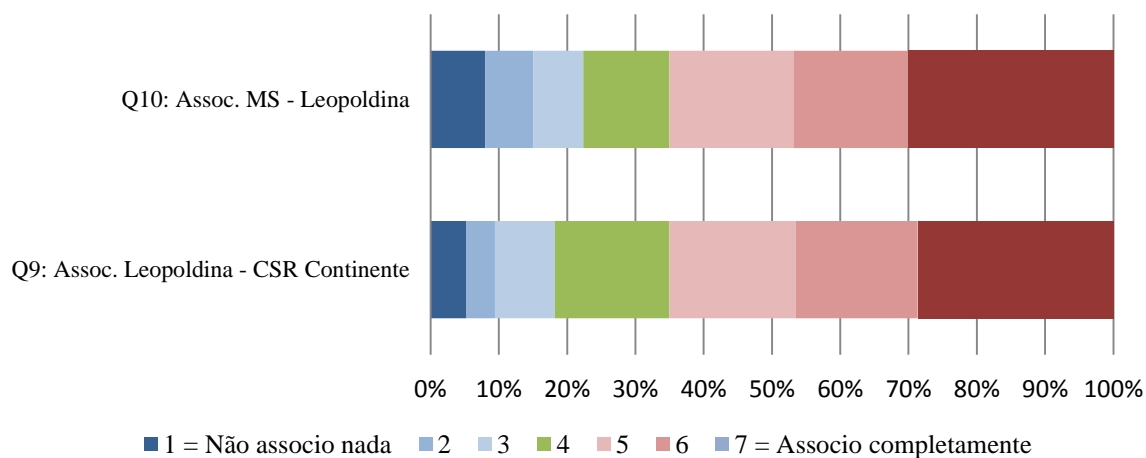
III – Leopoldina & Missão Sorriso

Q8: Leopoldina awareness



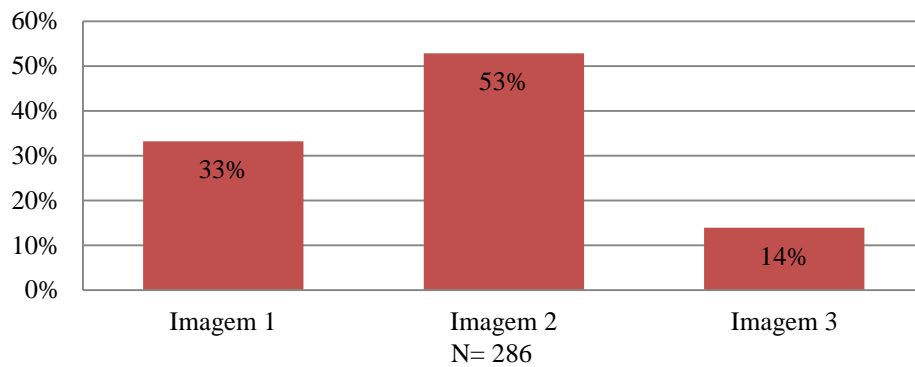
N= 292

Associations Continente - Leopoldina - Missão Sorriso

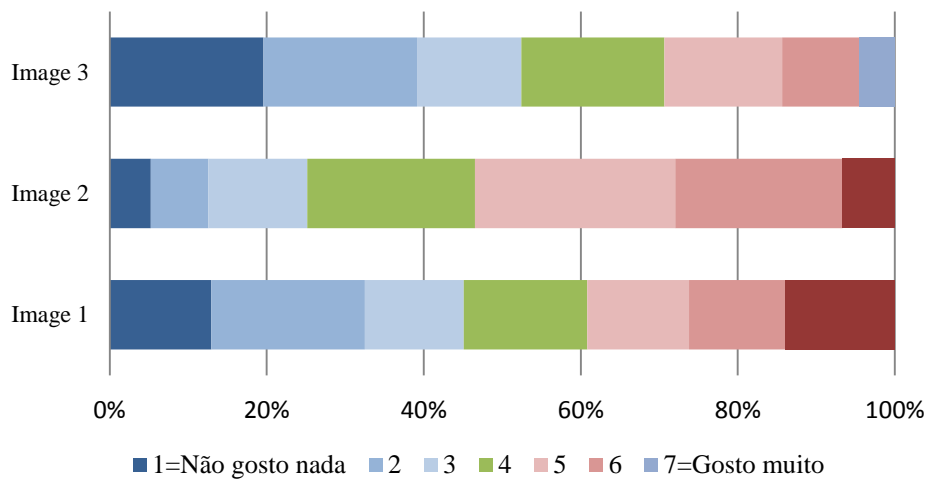


N= 286

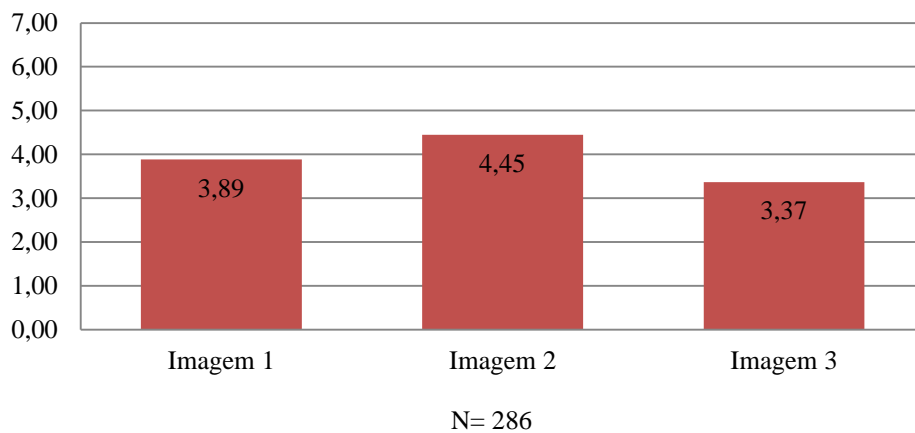
Q11: Leopoldina image most present in respondents' minds

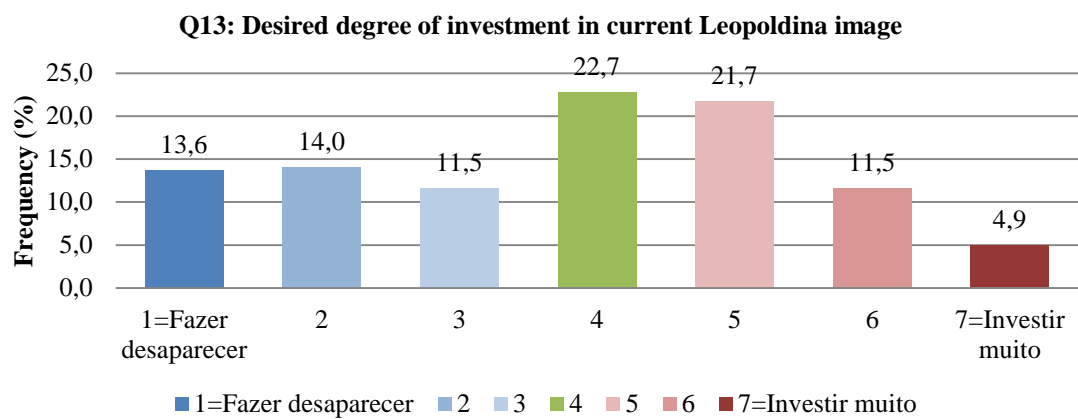


Q12: Opinion about Leopoldina image



Mean likeability rate in relation to each Leopoldina image (1-7)



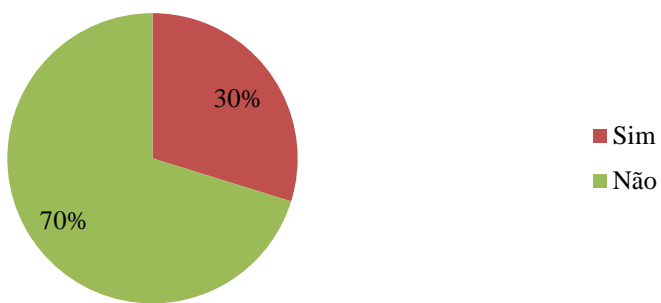


N= 286

Mean = 3,79

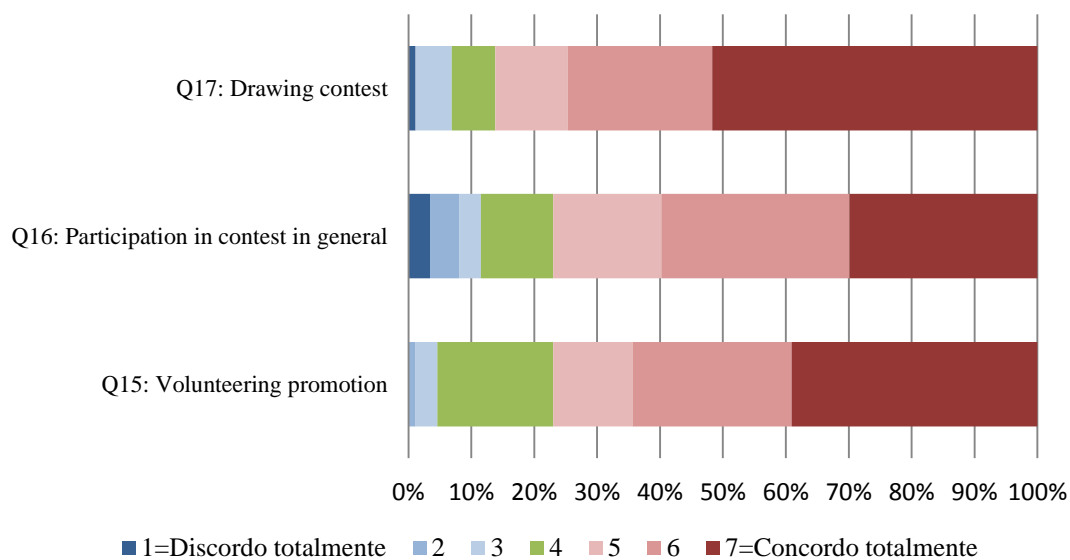
IV – School Contest

Q14: Parents of 1st - 6th grade students



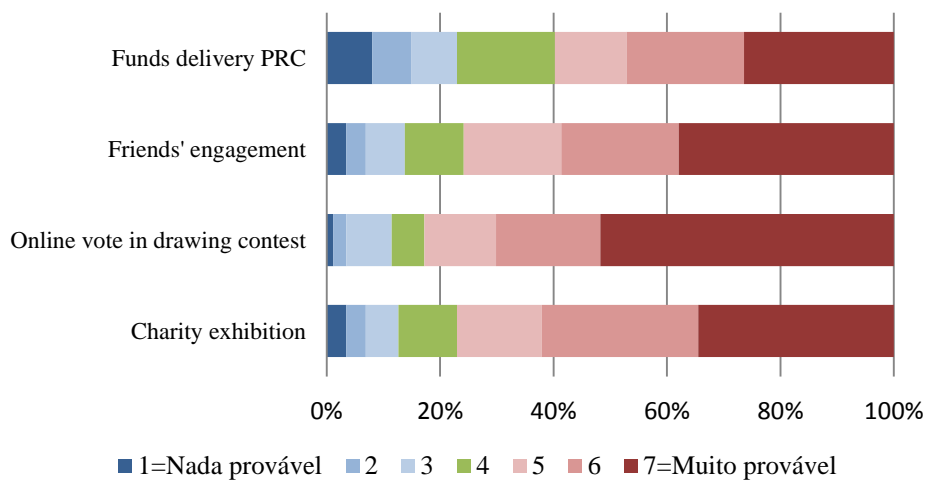
N= 292

Parents agreement levels with children's participation

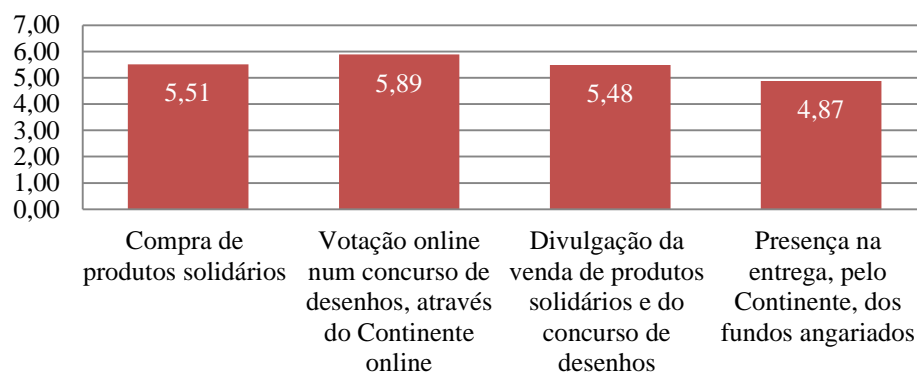


N= 87

Q18: Parents' willingness to participate in activities



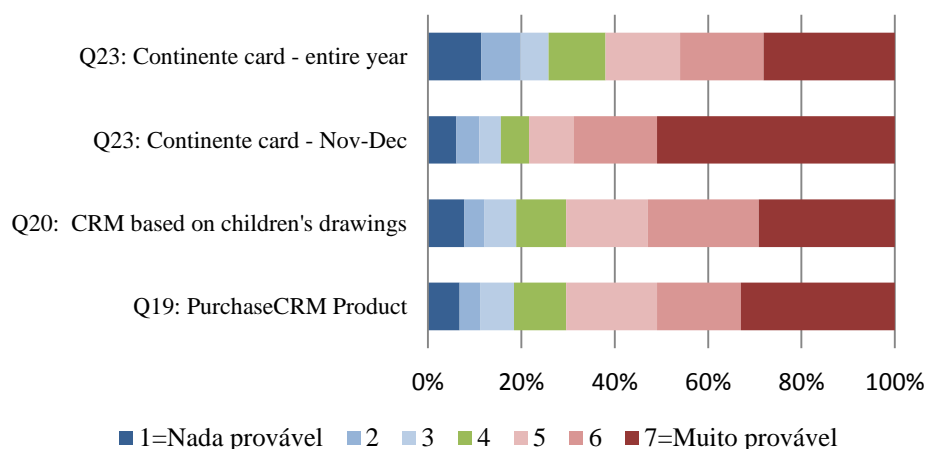
Mean parents' participation levels in contest's activities (1-7)



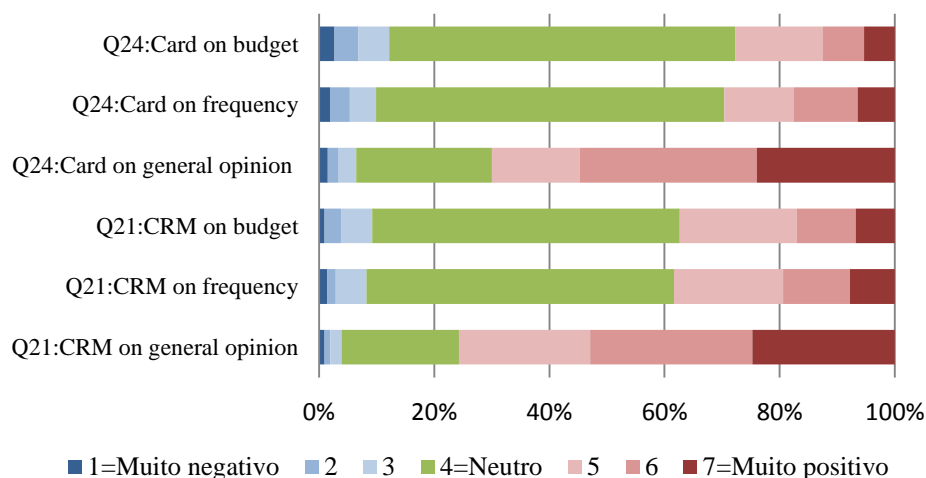
V – Christmas campaign

N= 87

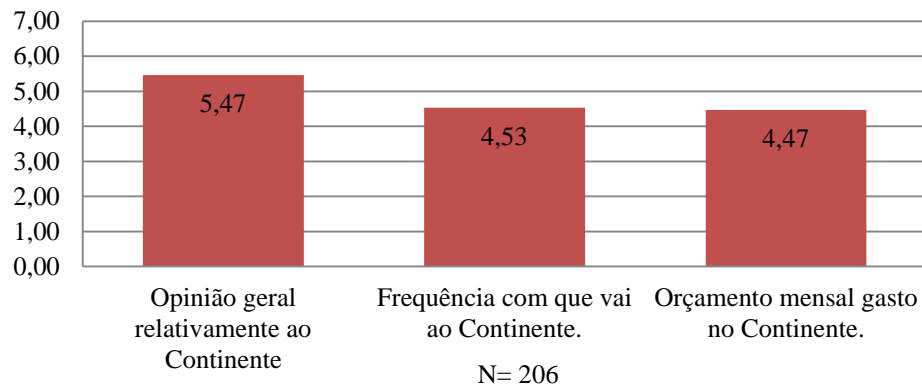
Respondents' willingness to participate on Christmas campaign initiatives



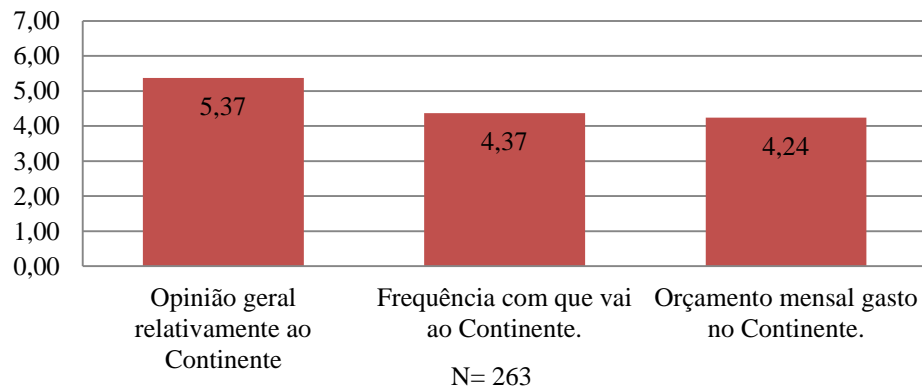
Impact of Christmas campaign initiatives



Q21: Mean impact of CRM product activity (1-7)

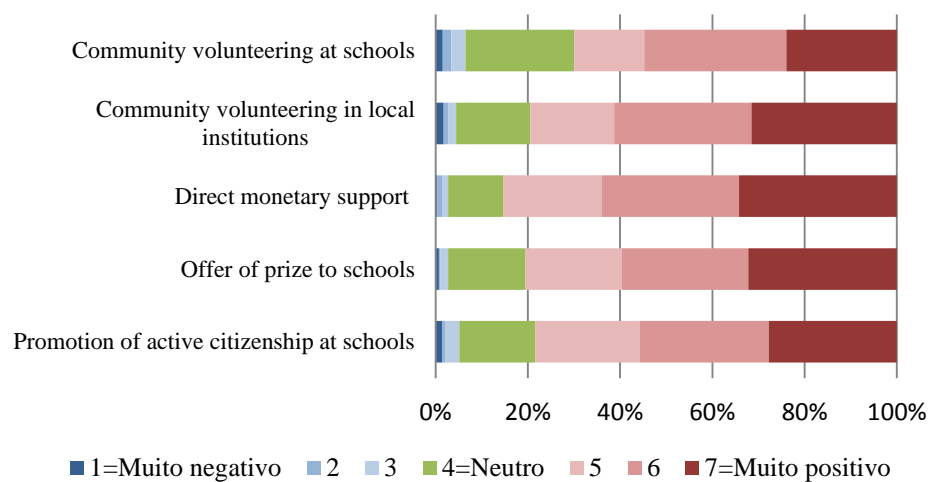


Q24: Mean impact of Continente card giving mechanic (1-7)

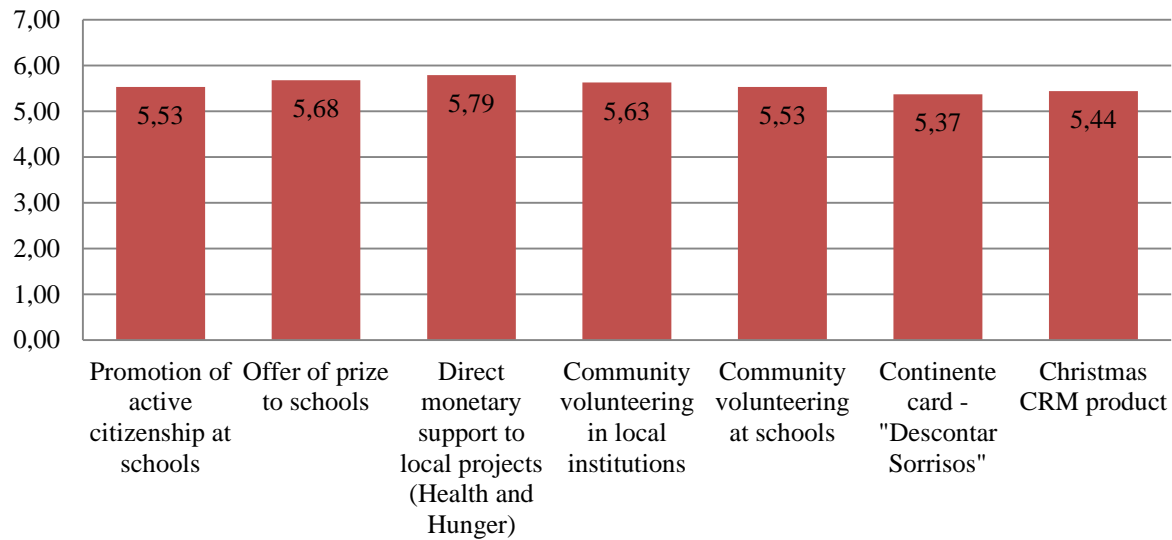


VII – Overall impact on general opinion about Continente

Q25: Impact of initiatives on general opinion about Continente



**Mean impact of different CSR initiatives on respondents' general opinion about
Continente (1-7)**



VIII – Sociodemographics

Respondents' profile		
Variable		Frequency (%)
Gender	Female	77
	Male	23
Age	18-24	29
	25-34	19
	35-44	26
	45-54	15
	55-64	9
	Mais 65	2
District of residence	Aveiro	4
	Braga	4
	Faro	3
	Lisboa	33
	Porto	46
	Outros	10
Instruction levels	11º / 12º unificados ou antigo 7º ano dos liceus (completo)	9,6
	Curso médio / frequência universitária / bacharelato	11,6
	Restantes Licenciaturas	38,0
	Mestrados/Pós Graduações	28,8
	Outros	11,9
People in household	1	13,7
	2	19,2
	3	29,5
	4	28,1
	5	7,2
	Mais de 5	2,4

ANOVA Analysis

1. Gender impact

ANOVA analysis to test the influence of gender on the impact of each initiative in general opinion about Continente	
Initiative	Significance level
Direct support through money donation	0,906
Promotion of volunteering at schools	0,010
Offer of prize to schools	0,005
Community volunteering at schools	0,706
Christmas CRM product	0,024
Continente card "Descontar Sorrisos"	0,455

ANOVA analysis to test the influence of gender on the participation in Christmas campaign	
Initiative	Significance level
Purchase of Christmas CRM product	0,013
Continente card "Descontar Sorrisos" - Nov and Dec	0,154
Continente card "Descontar Sorrisos" - entire year	0,158

ANOVA analysis to test the influence of gender on the impact of each initiative in general opinion about Continente		
Initiative	Means - Male	Means - Female
Promotion of volunteering at schools	5,18	5,64
Offer of prize to schools	5,31	5,79
Christmas CRM product	5,15	5,53

ANOVA analysis to test the influence of gender on the participation in Christmas campaign		
Initiative	Means - Male	Means - Female
Purchase of Christmas CRM product	4,60	5,22

2. Age impact

ANOVA analysis to test the influence of age on the impact of each initiative in general opinion about Continente	
Initiative	Significance level
Direct support through money donation	0,909
Promotion of volunteering at schools	0,697
Offer of prize to schools	0,687
Community volunteering at schools	0,175
Christmas CRM product	0,807
Continente card "Descontar Sorrisos"	0,692

ANOVA analysis to test the influence of age on the participation in Christmas campaign	
Initiative	Significance level
Purchase of Christmas CRM product	0,518
Continente card "Descontar Sorrisos" - Nov and Dec	0,342
Continente card "Descontar Sorrisos" - entire year	0,454

3. District of Residence

ANOVA analysis to test the influence of district of residence on the impact of each initiative in general opinion about Continente	
Initiative	Significance level
Direct support through money donation	0,140
Promotion of volunteering at schools	0,093
Offer of prize to schools	0,340
Community volunteering at schools	0,680
Christmas CRM product	0,787
Continente card "Descontar Sorrisos"	0,491

ANOVA analysis to test the influence of district of residence on the participation in Christmas campaign	
Initiative	Significance level
Purchase of Christmas CRM product	0,356
Continente card "Descontar Sorrisos" - Nov and Dec	0,813
Continente card "Descontar Sorrisos" - entire year	0,545

4. Instruction level

ANOVA analysis to test the influence of instruction on the impact of each initiative in general opinion about Continente	
Initiative	Significance level
Direct support through money donation	0,304
Promotion of volunteering at schools	0,854
Offer of prize to schools	0,087
Community volunteering at schools	0,069
Christmas CRM product	0,116
Continente card "Descontar Sorrisos"	0,315

ANOVA analysis to test the influence of instruction on the participation in Christmas campaign	
Initiative	Significance level
Purchase of Christmas CRM product	0,014
Continente card "Descontar Sorrisos" - Nov and Dec	0,471
Continente card "Descontar Sorrisos" - entire year	0,779

5. People in household

ANOVA analysis to test the influence of number of people in household on the impact of each initiative in general opinion about Continente	
Initiative	Significance level
Direct support through money donation	0,506
Promotion of volunteering at schools	0,865
Offer of prize to schools	0,255
Community volunteering at schools	0,866
Christmas CRM product	0,036
Continente card "Descontar Sorrisos"	0,811

ANOVA analysis to test the influence of number of people in household on the participation in Christmas campaign	
Initiative	Significance level
Purchase of Christmas CRM product	0,029
Continente card "Descontar Sorrisos" - Nov and Dec	0,888
Continente card "Descontar Sorrisos" - entire year	0,976

ANOVA analysis to test the influence of number of people in household on the impact of each initiative in general opinion about Continente		
Initiative	People in household	Means
Christmas CRM product	1	5,20
	2	5,11
	3	5,49
	4	5,60
	5	6,00
	More than 5	5,43

ANOVA analysis to test the influence of number of people in household on the participation in Christmas campaign		
Initiative	People in household	Means
Purchase of Christmas CRM product	1	4,40
	2	4,71
	3	5,43
	4	5,17
	5	5,48
	More than 5	5,29

6. Purchase Frequency

ANOVA analysis to test the influence of purchase frequency at Continente on the impact of each initiative in general opinion about Continente		ANOVA analysis to test the influence of purchase frequency at Continente on the participation in Christmas campaign	
Initiative	Significance level	Initiative	Significance level
Direct support through money donation	0,937	Purchase of Christmas CRM product	0,099
Promotion of volunteering at schools	0,860	Continente card "Descontar Sorrisos" - Nov and Dec	0,641
Offer of prize to schools	0,512	Continente card "Descontar Sorrisos" - entire year	0,142
Community volunteering at schools	0,748		
Christmas CRM product	0,116		
Continente card "Descontar Sorrisos"	0,677		

APPENDIX 8: SCHOOLS' QUESTIONNAIRE



Este questionário foi realizado por Ana Heleno, estudante de mestrado em Gestão da Nova School of Business and Economics, no âmbito de conclusão do projeto de tese. O estudo incide sobre a ação de uma marca de distribuição no setor do retalho alimentar em escolas do 1º e 2º ciclos do Ensino Básico.

O questionário é composto por várias perguntas de resposta fechada e demora cerca de 5 minutos.

As respostas são confidenciais e apenas os resultados globais do estudo serão partilhados com a marca.

A sua colaboração é essencial. Se tiver alguma dúvida, comentário ou sugestão, pode contactar-me através do e-mail: ana.heleno.novasbe@gmail.com

Por favor, selecione todas as condições que se apliquem à sua situação profissional atual.

- ☐ Faço parte dos órgãos diretivos na minha escola ou agrupamento.
- ☐ Sou professor do 1º ciclo do Ensino Básico.
- ☐ Sou professor do 2º ciclo do Ensino Básico.
- ☐ Nenhuma das anteriores.

Leciona pelo menos uma das seguintes disciplinas: Expressões artísticas, Educação Visual, Educação Tecnológica, Atividades de Enriquecimento Curricular?

- ☐ Sim
- ☐ Não

Indique a sua opinião relativamente à **importância da promoção do voluntariado e da cidadania ativa** em alunos do 1º e 2º ciclos, numa escala de 1=Nada importante a 7=Muito importante.

	1=Nada importante	2	3	4	5	6	7=Muito importante
Grau de importância	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Imagine que o Continente, através da sua política de responsabilidade social, lançaria um concurso à sua escola ou agrupamento, com o objetivo de promover o voluntariado e a cidadaniaativa em alunos do 1º e 2º ciclos. O objetivo dos alunos seria o de angariar fundos durante o anoletivo para apoiar um projeto local da Cruz Vermelha Portuguesa. As três escolas que angariassem mais fundos receberiam um prémio no final do ano letivo. Indique a sua opinião global relativamente a este projeto, numa escala de 1=Nada interessante a 7=Muito interessante.

	1=Nada interessante	2	3	4	5	6	7=Muito interessante
Grau de interesse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Avalie as seguintes ações, segundo o **nível de interesse para os alunos entre 7 e 12 anos**, numa escala de 1=Nada interessante a 7=Muito interessante.

	1=Nada interessante	2	3	4	5	6	7=Muito interessante
Promoção do voluntariado e cidadania ativa numa das aulas, entre os meses de Outubro e Novembro, através de material educativo fornecido.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concurso de desenho que permitiria angariação de fundos através de mecânica de votos online.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realização de pequenos produtos através de técnicas plásticas/artísticas. Os produtos seriam vendidos num Continente local e reverteriam para a angariação de fundos da escola.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Avalie as seguintes ações, segundo o **nível de facilidade de implementação** por parte dos professores do 1º e 2º ciclos, numa escala de 1=Nada fácil a 7=Muito fácil.

	1=Nada fácil	2	3	4	5	6	7=Muito fácil
Promoção do voluntariado e cidadania ativa numa das aulas, entre os meses de Outubro e Novembro, através de material educativo fornecido.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concurso de desenho que permitiria angariação de fundos através de mecânica de votos online.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realização de pequenos produtos através de técnicas plásticas/artísticas. Os produtos seriam vendidos num Continente local e reverteriam para a angariação de fundos da escola.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique a **principal razão** que justifica a baixa probabilidade de aceitar a implementação deste projeto.

- ☐ O tema não tem interesse para os alunos
- ☐ Os alunos não têm capacidade para desenvolver o projeto
- ☐ Falta de tempo por parte dos professores
- ☐ Falta de interesse por parte dos professores em projetos extra curriculares
- ☐ Não concordo com a parceria com a Cruz Vermelha Portuguesa
- ☐ Não concordo com o envolvimento do Continente
- ☐ Outro. Qual?

Tendo em conta as três ações apresentadas, indique a sua **disponibilidade** geral para dinamizar o projeto junto dos seus alunos, numa escala de 1=Nada disponível a 7=Muito disponível.

	1=Nada disponível	2	3	4	5	6	7=Muito disponível
Disponibilidade para dinamizar o projeto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique a **principal razão** que justifica a baixa disponibilidade para dinamizar este projecto junto dos seus alunos.

- ☐ O tema não tem interesse para os alunos
- ☐ Os alunos não têm capacidade para desenvolver o projeto
- ☐ Não tenho tempo para dinamizar o projeto
- ☐ Não tenho interesse em dinamizar projetos extra curriculares com os alunos
- ☐ Não concordo com a parceria com a Cruz Vermelha Portuguesa
- ☐ Não concordo com o envolvimento do Continente
- ☐ Outro. Qual?

Indique, por ordem de preferência, **até três tipos de prémios** que gostaria que fossem entregues à sua escola ou agrupamento no final do concurso escolar, sendo que ao escrever o número "1" está a indicar o prémio preferido e "3" o terceiro prémio preferido.

- ☐ Alimentos
- ☐ Livros e Material Escolar
- ☐ Equipamento
- ☐ Dinheiro
- ☐ Vales em alimentos, livros ou material escolar
- ☐ Outro. Qual?

Indique o seu **grau de concordância** com a seguinte afirmação: "O valor do prémio recebido pela escola ou agrupamento, não deve ser superior ao valor angariado pelas escolas para a instituição local", numa escala de 1=Discordo completamente a 7=Concordo completamente.

	1=Discordo completamente	2	3	4	5	6	7=Concordo completamente
Grau de concordância	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o seu **género**.

- ☐ Feminino
- ☐ Masculino

Indique a sua **idade**.

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ + de 65

Indique o seu **distrito de residência**.

- ☐ Aveiro
- ☐ Beja
- ☐ Braga
- ☐ Bragança
- ☐ Castelo Branco
- ☐ Coimbra
- ☐ Évora
- ☐ Faro
- ☐ Guarda
- ☐ Leiria
- ☐ Lisboa
- ☐ Portalegre
- ☐ Porto
- ☐ Santarém
- ☐ Setúbal
- ☐ Viana do Castelo
- ☐ Vila Real
- ☐ Viseu
- ☐ Região Autónoma da Madeira
- ☐ Região Autónoma dos Açores

Indique o **tipo de escola** onde trabalha.

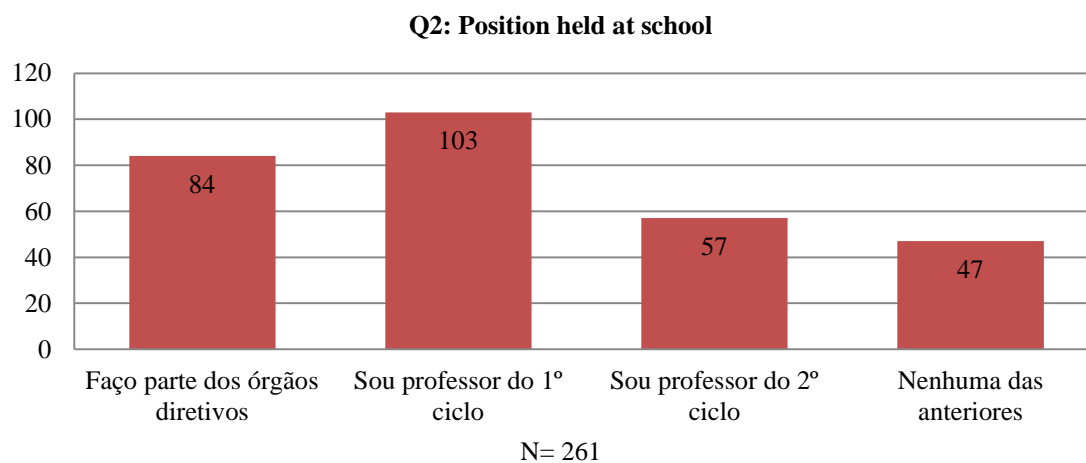
- ☐ Público
- ☐ Privada
- ☐ Público-Privada

A escola ou agrupamento onde trabalha faz parte dos **Territórios Educativos de Intervenção Prioritária (TEIP)**?

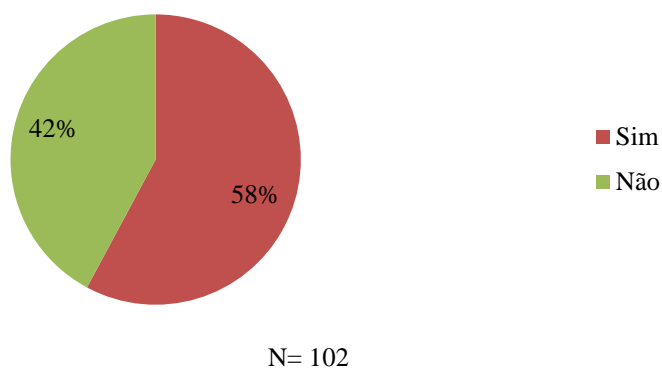
- ☐ Sim
- ☐ Não

APPENDIX 9: ANALYSIS OF SCHOOLS' QUESTIONNAIRE

I – Filters

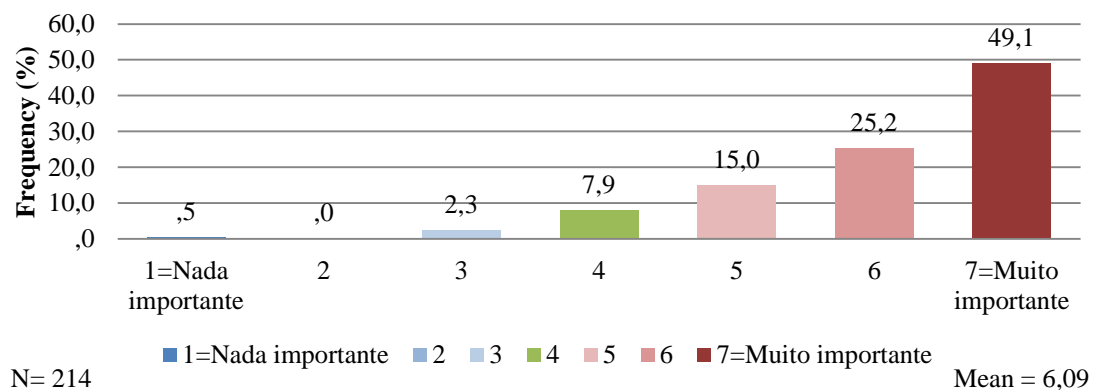


Q3: Arts related subjects professor

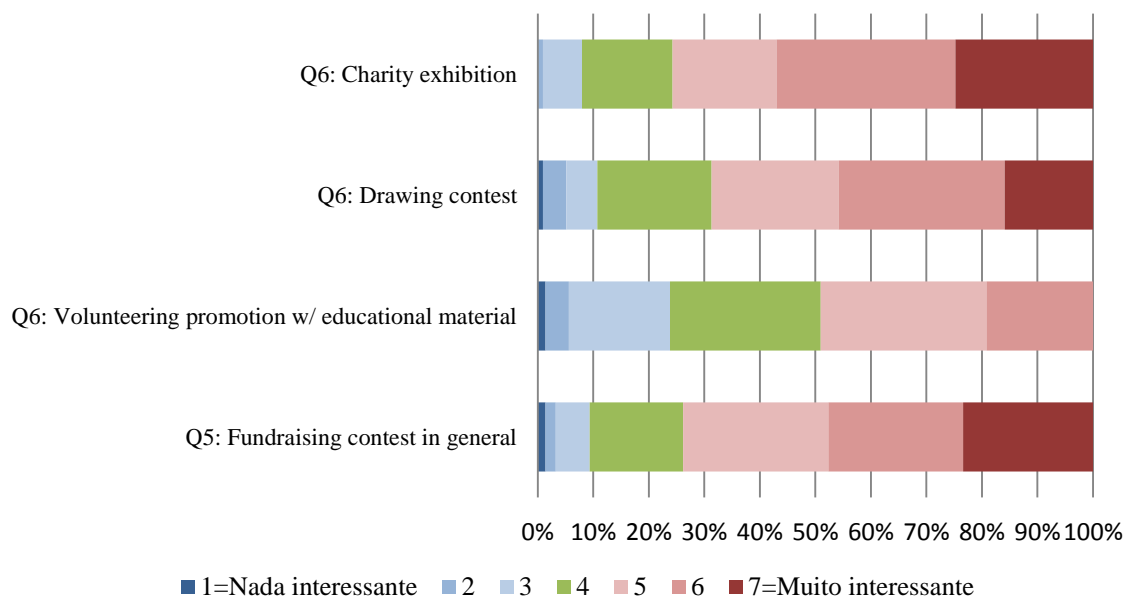


II– Attitudes

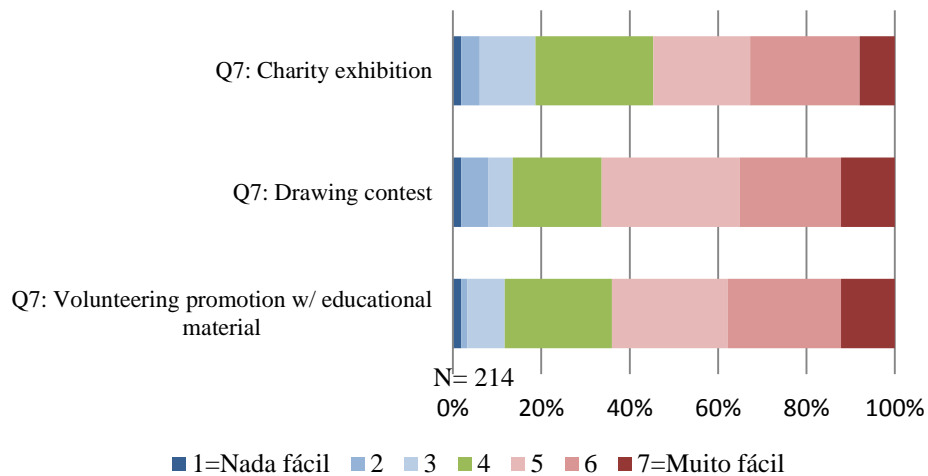
Q4: Opinion in relation to promotion of volunteering and active citizenship



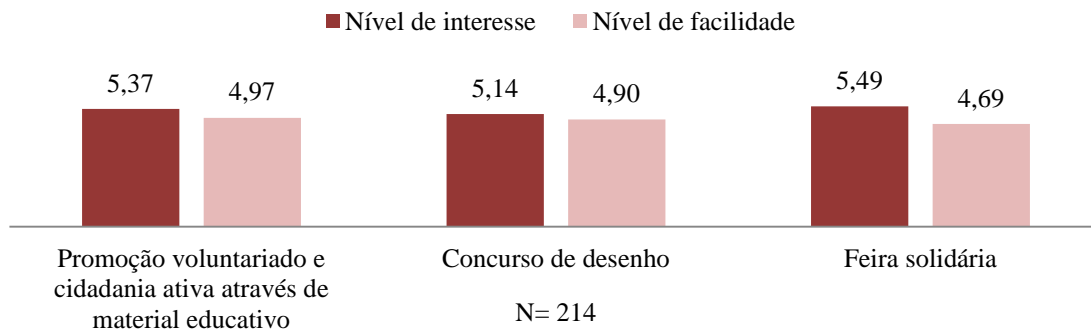
Schools' interest levels on initiatives



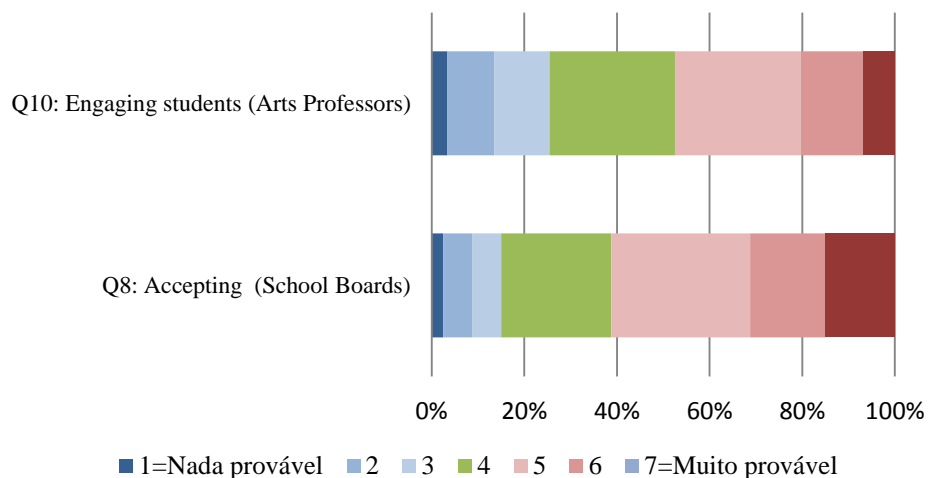
Perceived simplicity of implementation of activities by schools



Comparison of mean levels of interest and simplicity of implementation of each initiative (1-7)

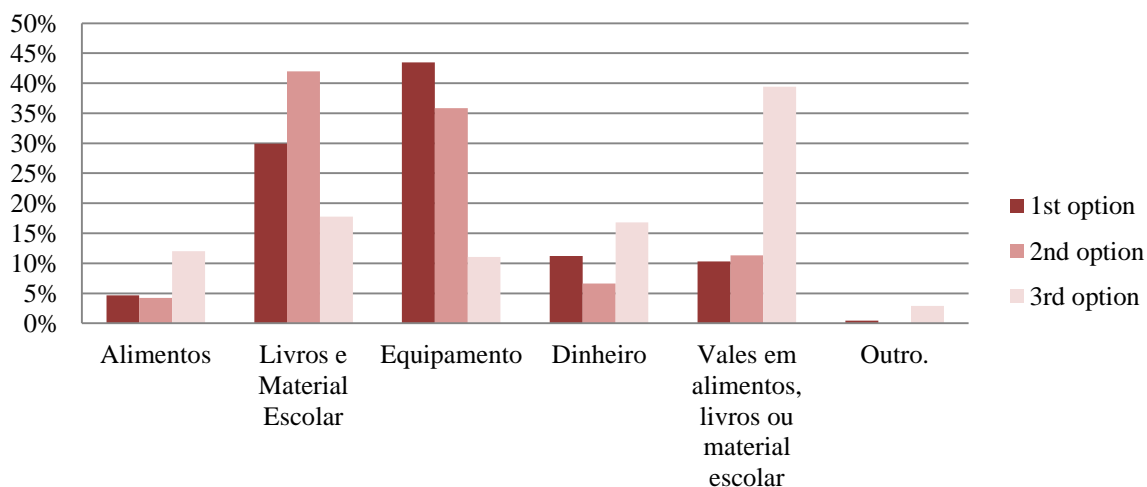


Willingness levels of acceptance and implementation of the contest

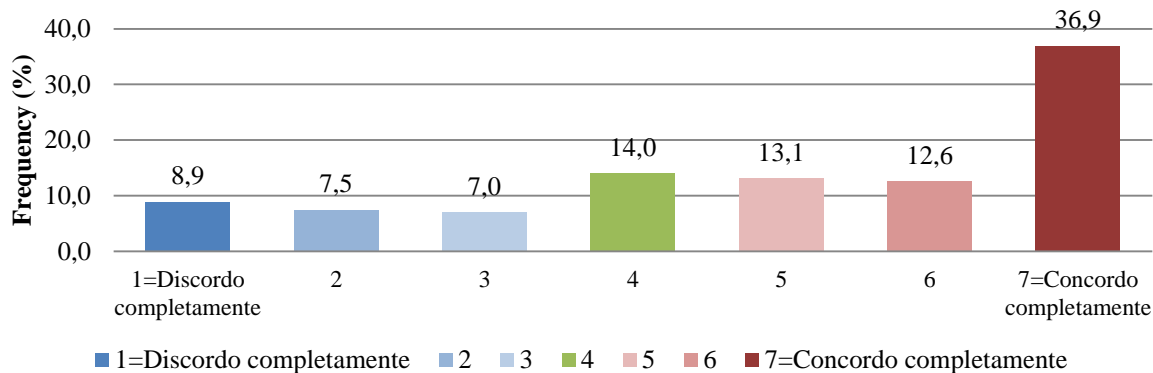


III – Prizes

Q12: Prizes preferences



Q13: Agreement level in relation to prize value



■ 1=Discordo completamente ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7=Concordo completamente
 N= 214 Mean = 5,00

VI – Schools' characterization

Schools characterization		
Variable		Frequency (%)
School District	Aveiro	4,2
	Braga	15,9
	Lisboa	29,9
	Portalegre	4,2
	Porto	24,8
	Santarém	8,4
	Outros	12,7
School tyoe	Pública	84,0
	Privada	15,0
	Público-privada	1,0
TEIP School	Yes	16,0
	No	84,0

ANOVA Analysis

1. School Type

ANOVA analysis to test the influence of school type on evaluation of activities' interest		ANOVA analysis to test the influence of school type on evaluation of simplicity of implementation of the activities	
Activity	Significance level	Initiative	Significance level
Promotion of volunteering and active citizenship	0,220	Promotion of volunteering and active citizenship	0,864
Drawing contest	0,072	Drawing contest	0,078
Charity exhibition	0,084	Charity exhibition	0,904

2. TEIP School

ANOVA analysis to test the influence of TEIP school on evaluation of activities' interest		ANOVA analysis to test the influence of TEIP school on evaluation of simplicity of implementation of the activities	
Activity	Significance level	Initiative	Significance level
Promotion of volunteering and active citizenship	0,560	Promotion of volunteering and active citizenship	0,157
Drawing contest	0,242	Drawing contest	0,757
Charity exhibition	0,939	Charity exhibition	0,962

3. School district

ANOVA analysis to test the influence school district on evaluation of activities' interest		ANOVA analysis to test the influence of school district on evaluation of simplicity of implementation of the activities	
Activity	Significance level	Initiative	Significance level
Promotion of volunteering and active citizenship	0,823	Promotion of volunteering and active citizenship	0,566
Drawing contest	0,684	Drawing contest	0,849
Charity exhibition	0,629	Charity exhibition	0,797

APPENDIX 10: CONTINENTE CURRENT COMMUNICATION MOOD (USE OF REAL CUSTOMERS)



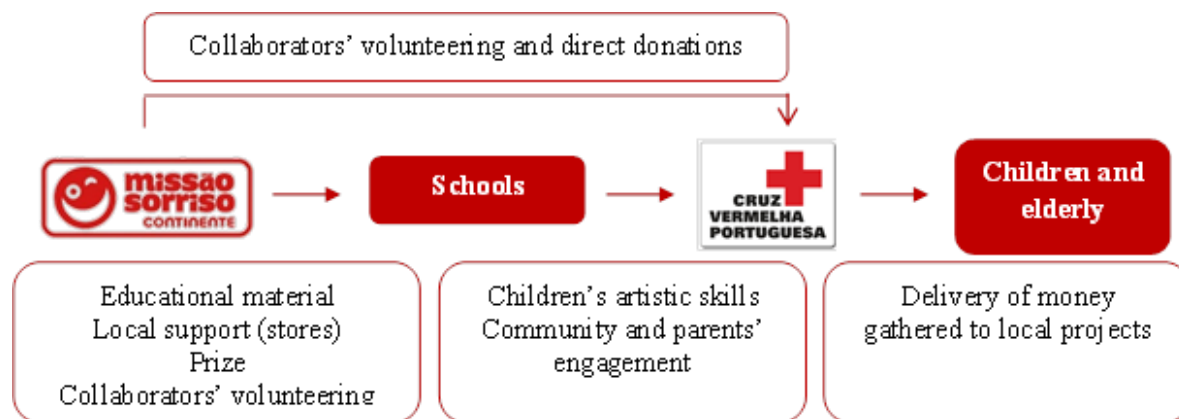
APPENDIX 11: MISSÃO SORRISO DESIRED COMMUNICATION MOOD (REAL CUSTOMERS AS AMBASSADORS)



APPENDIX 12 – OVERALL IMPLEMENTATION PLAN

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Schools	School Contact		Sensitizing children		Official Launch	Drawing contest	Online voting	Preparation of products	4th-11th: Charity exhibition	1st: Close event + results comm.
	Cause promotion									
			Community volunteering				Corporate philanthropy		Corporate philanthropy	Corporate philanthropy
Christmas Campaign			Launch event		Results communication					
			CRM product							
			Descontar Sorrisos							
			Donation call							
		Applications for projects' contest		Online voting						

APPENDIX 13 – DIAGRAM SCHOOL CONTEST



APPENDIX 14 – DETAILED MEASURES FOR COMMUNICATION GOALS

Goals	Measurement
Improve recognition brand awareness of Missão Sorriso	<p>Measurement of recognition brand awareness (besides what is already measured by Continente image surveys)</p> <p>1 – From the following corporate social responsibility programs, please indicate the ones you know at least the name (<i>include list with Missão Sorriso</i>)</p> <p>2 – Indicate your association degree of Missão Sorriso to Continente in a scale of 1 to 7 (1 = do not associate at all; 7 = totally associate)</p>
Increase brand attitude towards MS, through the reinforcement of associations of proximity and authenticity	<p>a)Measurement of associations to Missão Sorriso</p> <p>To what extent do you agree with each of the following statements relating to the brand Missão Sorriso (between 1 = disagree entirely and 7 = agree entirely)</p> <ol style="list-style-type: none"> 1. It is a corporate social responsibility project that supports social projects at local level. [Commitment levels: high inputs]* 2. The support given to projects is significant, as it results from high monetary contributions. 3. The support given to projects is significant, as Continente employees are involved. [Commitment levels: durability]* 4. Missão Sorriso supports social projects during the entire year. [Commitment levels: consistency]* 5. Missão Sorriso supports social projects in a consistent way. <p>*Source: Based on commitment levels towards CSR (Dwyer et al. in Ellen et al., 2000).</p> <p>b)Evaluation of Missão Sorriso perceived personality traits [based on brand identity personality facet]</p> <p>Indicate the personality traits that you associate to Missão Sorriso</p> <p>Passive _____ Proactive</p> <p>Committed _____ Indifferent</p> <p>Smiling _____ Annoyed</p> <p>Unfriendly _____ Caring</p> <p>Close _____ Distant</p> <p>Trustful _____ Distrustful</p> <p>Artificial _____ Genuine</p>
Reduce scepticism levels towards Continente	<p>Measurement of scepticism levels – adapted from Swaen and Chumpitaz (2008)</p> <p>To what extent do you agree with each of the following statements</p>

	<p>relating to Continente's motives for getting involved in social activities? Continente get involved in these activities...(between 1 = disagree entirely and 7 = agree entirely)</p> <p>[Altruistic motives]</p> <p>... because Continente wants to give something back to society</p> <p>... because Continente is fully-fledged members of society</p> <p>... by pure altruism</p> <p>[Strategic motives]</p> <p>... because this gives Continente good publicity</p> <p>... because this lets Continente increase profits</p> <p>... because this gets Continente more customers</p>
<p>Increase brand attitude towards Continente, through the reinforcement of associations as a close and inspiring brand.</p>	<p>Measurement of brand associations (besides what is already measured by Continente image surveys)</p> <p>Indicate the personality traits that you associate to Continente</p> <p>Inspiring _ _ _ _ _ Uninspiring</p> <p>Close _ _ _ _ _ Distant</p>
<p>Increase positive attitude towards Sonae.</p>	<p>Adapted from Turker (2009)</p> <p>To what extent do you agree with each of the following statements relating to Sonae MC (between 1 = disagree entirely and 7 = agree entirely)</p> <p>Perceptions of CSR to social and non-social stakeholders</p> <ol style="list-style-type: none"> 1. Our company makes investment to create a better life for the future generations. 2. Our company targets a sustainable growth, which considers to the future generations. 3. Our company supports the non-governmental organizations working in the problematic areas. 4. Our company contributes to the campaigns and projects that promote the well-being of the society. <p>Perceptions of CSR to employees</p> <ol style="list-style-type: none"> 1. Our company encourages its employees to participate to the voluntarily activities. 2. Our company emphasizes the importance of its social responsibilities to the society.

APPENDIX 15 - CSR ACTIVITIES DEVELOPED AT PORTUGUESE SCHOOLS

Area	Project	Description	Target	Companies / Institutions involved
Volunteering promotion	Energia com vida	The goal is to organize students' teams and incentive them to develop projects to support the community. The best projects are awarded as "Solidary school of the year"	5 th -9 th grades	EDP Gás
			High school	
	Voluntário eu sou	Educational activities to raise awareness for the importance of volunteering	1 st -9 th grades	Entrajuda
			High school	
Environment	Rik & Rok club	Promotion of environmental education	-	Jumbo
	Rolhas que dão folhas	Corks collection which are converted in trees.	-	Continente
Media Literacy	Media Smart	Nonprofit program to promote media literacy at schools through educational materials	1 st – 6 th	Ministry of Education
				APAN
				Several, including Continente
Healthy habits / Education for consumption	Programa 100%	The program helps schools to plan their menus, through training to cooks and incentives to waste reduction and use of healthy food solutions	Cookers	Unilever
	Crescer forte e saudável	Educational material and activities	-	Lidl
	Hipersaudável	Educational material	-	Continente
Health	Rugby	Rugby tournament	5 th – 9 th	Porto City Council, UNICER, Sonae, Cerealis
	Incluir	Hearing screening and medical intervention	1 st -4 th	Porto City Council + Univeristy Porto
	Aprender a ser saudável	Oral health promotion; professor training	1 st -4 th	Porto City Council
Academic success / merit	Programa mais sucesso escolar	Governmental program to support the prevention of scholar failure	1 st – 9 th	Ministry of Education
Vocational orientation / Professional integration	Mundo das profissões	Visits from students to companies and from companies' collaborators to schools	1 st – 9 th	Porto City Council
			High Schools	
	Braço direito	Students spend one working day with a company collaborator in work environment	7 th – 9 th	Porto City Council
Citizenship	Junior Achievement	Education for citizenship and financial literacy in class room context. Companies collaborators volunteer their time to go to schools. Adapted contents considering the students' level	1 st – 9 th	Porto City Council
				Several companies, including Pingo Doce and Continente
Management consulting	Training	Transference of the best business practice to school boards through companies' collaborators volunteering	School boards	Porto City Council
				Several companies, including Continente

APPENDIX 16 – CROSSING CONTINENTE STORES, RED CROSS OFFICES AND SCHOOLS

District	Municipality	Continente Stores	Red Cross Offices	TOTAL PUBLIC SCHOOLS	TOTAL STUDENTS	NUM. SCHOOL GROUPS	AV. SCHOOL GROUP / DISTRICT
AVEIRO	AGUEDA	Continente -Modelo	Delegação de Águeda	31	3501	4	7
	AVEIRO	Continente	Delegação de Aveiro	41	5242	7	
	OVAR	Continente	Delegação de Ovar	36	3904	5	
		Continente Modelo					
	S. JOÃO MADEIRA	Continente	Delegação de São João da Madeira	11	2246	2	
	VALE DE CAMBRA	Continente Modelo	Delegação de Vale de Cambra	19	1394	2	
BEJA	BEJA	Continente	Delegação de Beja	21	2372	3	7
BRAGA	BARCELOS	Continente-Modelo	Delegação de Barcelos	89	8059	8	8
	BRAGA	Continente	Delegação de Braga	86	11585	12	
		Continente Modelo					
		Continente Bom Dia					
	ESPOSENDE	Continente Modelo	Delegação de Esposende	28	2545	4	
	FAFE	Continente Modelo	Delegação de Fafe	32	3396	5	
	GUIMARÃES	Continente	Delegação de Guimarães	89	10387	14	
BRAGANCA	BRAGANÇA	Continente Modelo	Delegação de Bragança	21	1790	3	7
C BRANCO	CASTELO BRANCO	Continente Modelo	Delegação de Castelo Branco	30	3041	3	8
	COVILHÃ	Continente modelo	Delegação de Covilhã	30	3396	5	
		Continente bom dia vale formoso					
	FUNDÃO	Continente Modelo	Delegação de Fundão	27	1544	3	
COIMBRA	COIMBRA	Continente	Delegação de Coimbra	78	6091	9	9
		Continente					
EVORA	ESTREMOZ	Continente-Modelo	Delegação de Estremoz	11	658	1	8
	EVORA	Continente-Modelo	Delegação de Évora	30	3367	4	
FARO	FARO	Continente-Modelo	Delegação de Faro	25	4212	6	4
	LAGOS	Continente-Modelo	Delegação de Lagos	14	2091	2	
	OLHÃO	Continente Modelo	Delegação de Olhão	19	3113	6	
	PORTIMÃO	Continente	Delegação de Portimão	18	3970	5	
	SILVES	Continente Modelo	Delegação de Silves	17	2145	4	
	TAVIRA	Continente	Delegação de Tavira	11	1430	2	
GUARDA	GUARDA	Continente Modelo	Delegação de Guarda	28	2526	4	7
LEIRIA	BOMBARRAL	Continente Modelo	Delegação de Bombarral	8	808	1	9
	CALDAS DA RAINHA	Continente Modelo	Delegação de Caldas da Rainha	32	3193	3	
	LEIRIA	Continente	Delegação de Leiria	98	6936	9	
		Continente bom dia ponte da pedra					
	MARINHA GRANDE	Continente Modelo	Delegação de Marinhãs	22	2584	3	
	NAZARE	Continente Modelo	Delegação de Nazaré	9	849	1	
	PENICHE	Continente modelo	Delegação de Peniche	20	1842	3	
		Continente modelo					

LISBOA	LISBOA	Berfica Continente Bom Dia	Delegação de Lisboa	133	25803	30	5
		Campo Grande					
		Continente Bom Dia					
		Continente Bom Dia Quinta Lambert					
		Continente Colombo					
		Continente V Gama					
		Continente bom dia saldanha					
		Continente bom dia santa quitéria					
		Continente telheiras					
	LOURES	Continente	Delegação de Loures	74	12768	13	
		Continente					
		Continente bom dia sacavém					
		Continente modelo s. joão da talha					
	SINTRA	Continente Modelo Mem martins	Delegação de Sintra	113	25492	27	
		Continente bom dia Massmá					
		Continente modelo montelavar					
		Continente bom dia queluz					
		Continente Modelo					
		Continente modelo tapada das mercês					
	AMADORA	Continente	Delegação de Amadora	43	10837	12	
		Continente bom dia					
	TORRES VEDRAS	Continente Modelo	Delegação de Torres Vedras	55	4907	6	
PORTALEGRE	ELVAS	Continente Modelo	Delegação de Elvas (Centro Humanitário)	15	1511	3	6
	PONTE DE SOR	Continente modelo	Delegação de Ponte de Sôr	12	971	2	
	PORTALEGRE	Continente Modelo	Delegação de Portalegre	15	1584	2	
PORTO	AMARANTE	Continente Modelo	Delegação de Amarante	43	3367	4	7
	ESPOSENDE	Continente	Delegação de Esposende	28	2545	4	
	FELGUEIRAS	Continente Modelo	Delegação de Felgueiras	36	4355	5	
		Continente modelo lixa					
	MAIA	Continente	Delegação de Maia	48	8117	7	
		Continente					
		Continente Bom Dia					
		Continente Modelo					
		Continente Modelo					
	MARCO DE CANAVESES	Continente Modelo	Delegação de Marco de Canaveses	47	4380	4	
	MATOSINHOS	Continente Bom Dia Leça	Delegação de Matosinhos	49	9757	11	
		ContinenteModelo Leça do Balio					
		Continente					
		Continente Bom Dia NS					
	PAREDES	Continente modelo	Delegação de Vilela-Paredes	49	6769	6	
		Continente modelo					

PORTO	PORTO	Continente Bom dia Massarelos	Delegação de Porto	74	14201	17	7
		Continente bom dia prelada					
		Continente bom dia ramalde					
		Continente bom dia S Joao Foz					
	POVOA DE VARZIM	Continente modelo	Delegação de Póvoa de Varzim	31	4818	5	
	SANTO TIRSO	Continente Modelo	Delegação de Santo Tirso	49	4032	5	
	TROFA	Continente Modelo	Delegação de Trofa	22	2580	3	
	VILA DO CONDE	Continente-Modelo	Delegação de Vila do Conde	47	5409	5	
	VILA NOVA DE GAIA	Continente Modelo	Delegação de Vila Nova de Gaia	117	18098	15	
		Continente bom dia Boucinhas					
		Continente bom dia					
		Gulpihares continente modelo					
		Continente modelo s. felix					
Continente							
Continente							
Continente Modelo							
SANTAREM	ABRANTES	Continente Modelo	Delegação de Abrantes	24	2199	3	8
	CARTAXO	Continente Modelo	Delegação de Santarém/Cartaxo (Centro Humanitário)	15	1599	2	
	RIO MAIOR	Continente Modelo	Delegação de Rio Maior	15	1432	2	
	SANTAREM	Continente	Delegação de Santarém/Cartaxo (Centro Humanitário)	44	3710	5	
	TOMAR	Continente Modelo	Delegação de Tomar	24	2335	3	
	MONTIJO	Continente	Delegação de Montijo	24	3449	3	6
		Continente modelo					
	SEIXAL	Continente	Delegação de Seixal	44	10407	8	
VIANA DO CASTELO	SETUBAL	Continente Modelo	Delegação de Setúbal	40	8389	6	5
	MONÇÃO	Continente Modelo	Delegação de Monção	6	894	2	
	VIANA DO CASTELO	Continente Bom Dia	Delegação de Viana do Castelo	52	5337	9	
		Continente Bom Dia Continente					
VILA REAL	CHAVES	Continente Modelo	Delegação de Chaves	22	2365	3	12
	PESO DA REGUA	Continente Modelo	Delegação de Peso da Régua	3	1126	1	
	VILA REAL	Continente	Delegação de Vila Real	44	3104	2	
VISEU	LAMEGO	Continente Modelo	Delegação de Lamego	12	1509	2	9
	MANGUALDE	Continente modelo	Delegação de Mangualde	15	1351	1	
		Continente	Delegação de Viseu	77	6292	8	
		Continente					
	VISEU	Continente-Modelo					
TOTAL				2592	338016	389	7

APPENDIX 17 - CHILDREN'S DRAWINGS OF LEOPOLDINA IN SOCIAL AIDING

SITUATIONS



Female, 8 years old, 3rd grade



Female, 8 years old, 3rd grade



Female, 8 years old, 4th grade



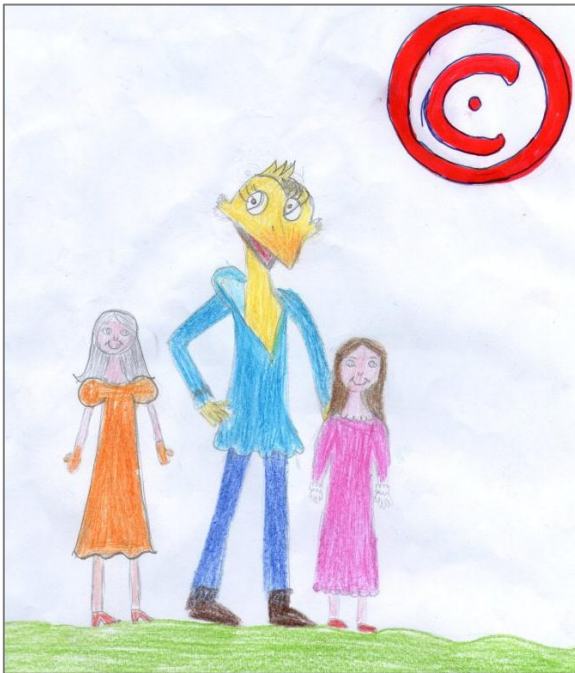
Female, 11 years old, 6th grade



Female, 11 years old, 6th grade



Female, 11 years old, 6th grade



Female, 11 years old, 6th grade

APPENDIX 18 – OPERATIONAL GOALS – SCHOOLS

National averages (potential territory)				
Total school groups	Total public schools (1st - 6th)	Total students (1st-6th)	Schools per group	Average students per school
389	2.592	338.016	7	325

		1st year	2nd year	3rd year
Entities involved	Continente Stores	18	23	28
	CVP local offices	18	23	28
	School Groups	18	23	28
	Total Schools	60	75	94
	Schools per group	3	3	3
Students and professors	Total Students*	6821	11943	15981
	Students per school	114	159	171
	Classes per school	4	6	6
	Total professors	126	221	296
Money gathered	Total Money gathered (€)	13642	23886	31962
	Draw contest votes (€)	3411	5972	7991
	Charity exhibition (€)	10232	17915	23972
	Money gathered / school	227	319	341
	Average per CVP (€)	758	1062	1136

*Note: the schools that already have received the contest in the previous year would involve more 50% of the students per school in the following year.

APPENDIX 19 – DETAILED BUDGET SCHOOLS (2013-2014)

Item	Description	Final Value (€)
Management process	Mailing - Launch	108
	Invitation for final event	140,4
	Phone contacts (3 x 60 schools)	360
	Cost contacts	608,4
	Hours manager	1.000
	Hours project manager	28.000
	Hours production and logistics	28.000
	Hours operational manager	10.000
Fee (10 months)		67.000
Total		67.608
Launch	Web Platform	4.000
	Contents update (10 months)	3.000
	Informative flyer(10x20cm)	38
	Educational material (partnership)	1.260
	Posters (A3)	36
	Envelopes	60
Drawing contest	Drawing sheet	682
	Envelopes	60
Charity exhibition	Missão Sorriso balcony (200x110cm)	4200
	Tables and chairs	9.600
	Stand ups store (60x140cm)	183,6
Total		23.120
Results communication	Space decoration	2.000
	Media	10.600
	Invitations	100
	Giant checks (110x70cm)	51,4
	Merchandising students	6.821
Total		19.572
Prizes to schools	1st, 2nd and 3rd prizes	8.500
Indirect donations	Money delivered to schools fundraising activity through online voting (0,1€ per vote)	3.500
Corporate philanthropy	Money delivered to local Red Cross office of the winning school district	10.000
Total		22.000
Final investment		132.300€

Notes: The budget does not include

Creativity and final arts budget; PR fee; close event costs (e.g. space, equipment, catering)
Logistic costs are subject to alterations after the definition of participating schools.

APPENDIX 20: COST PER CONTACT SCHOOL CONTEST - EVOLUTION (2013-2017)

		Students	Votes	Professors	Charity exhibition (5 days)	C Magazine	TV show	Total
Year 1	Reach	6821	34107,46	126	17054	15500	313800	387409
	Cost (€)	132300						
	Cost per contact (€)	0,34						
Year 2	Reach	11943	59715,07	221	29858	19805,56	313800	435342
	Cost (€)	122956						
	Cost per contact (€)	0,28						
Year 3	Reach	15981	79905,32	296	39953	24111,11	313800	474046
	Cost (€)	130962						
	Cost per contact (€)	0,28						

APPENDIX 21: EXPECTED RESULTS – CHRISTMAS CAMPAIGN

	Y- 2013
CRM product (1€)¹	480.000
Descontar sorrisos (0,50€)²	697.500
Calls (0,50€)³	121.433
Total value (€)	1.298.933

	Potential number	Value given	Number insertions (Nov-Dec)
Participants - CRM product	600.000	1	
Participants - Continente card	3.100.000	0,5	
Participants - Calls	693.900		
Average number "Você na TV" (viewers per day) ⁴	380.100	0,5	7
Average number "A Tarde é Sua" (viewers per day)	313.800	0,5	7

¹ 80% of the customers that bought Missão Sorriso product in 2011, would buy the product in 2013

² 45% of Continente card owners would give, at least once, an average of 0,50€ through their cards

³ 5% of the daily viewers of the two TVI talk shows would donate 0, 50€ through calls in 7 programs

⁴ Source: Marktest and CAEM; period analyzed: from 1st March 2011 to 31st October 2012; available at: <http://www.cmjornal.xl.pt/noticia.aspx?contentID=8AF5AF33-CAA9-4488-9B9B-527AF51193FB&channelID=00000092-0000-0000-0000-000000000092>

APPENDIX 22: DETAILED BUDGET – CHRISTMAS CAMPAIGN

Item	Description	Final Value (€)
Cause related marketing campaign	Product	720.000
	Product expositor	34.040
	Stand ups store (60x140cm)	1.876,8
	Forra alarmes	10.005
Total		765.921,8
Descontar Sorrisos	Pendurante tecto	5.075
	Stoppers	725
	Informative flyer(10x20cm)	18.000
	Operations (to be defined)	-
Total		23.800
Production Costs	Decoration material - TV studio	2.000
	Photography session	5.000
	Film making	15.000
Total		22.000
Media	Você na TV - promotion (x7)	32.200
	A Tarde é Sua - promotion (x7)	32.200
	Tv Spots (15"), weekends afternoon (x8)	51.863,28
	Radio Spots (15"), 12h-13h and 18h-19h (x40)	8.500
Total		124.763,28
Final investment		936.485 €

Notes: The budget does not include

- Creativity and final arts budget; PR fee; close event costs (e.g. space, equipment, catering)
- Logistic costs
- Media values are solely indicative. Negotiation of partnerships can significantly reduce costs

APPENDIX 23: COST PER CONTACT – CHRISTMAS CAMPAIGN

		TV	Facebook	Continente card	Radio	Total
Year 1	Reach	693900	100000	3100000	320000	4213900
	Cost (€)	936485				
	Cost per contact (€)	0,22				